



SOUTH AFRICAN TOURISM

EVALUATION REPORT

SA TOURISM EVALUATION
FINAL REPORT
29TH MARCH 2023

REPORT COMPILED BY



Africa
Chartered
Managers
Management & Research Consultants

TABLE OF CONTENTS

EXECUTIVE SUMMARY	5
1. INTRODUCTION	8
1.1 Background to the Intervention	8
1.2 Tourism's Economic Contribution and Global Competitiveness	8
1.3 Background to the Evaluation.....	9
1.4 South African Tourism Logic Framework.....	9
1.5 South African Tourism Enabling Environment.....	10
1.5.1 Constitutional Mandate	10
1.6 Covid-19 Effect on Tourism.....	11
2. METHODOLOGY	12
2.1 Evaluation Approach	12
2.2 Data Sources	13
2.3 Data Analysis	13
2.4 Sampling	13
3. FINDINGS.....	14
3.1 Programme 3: Leisure Tourism Marketing	14
3.1.1 Alignment to Government objectives	14
3.1.2 Effectiveness	16
3.1.3 Relevance.....	17
3.1.4 Effectiveness	17
3.1.5 Efficiency	18
3.1.6 Sustainability	19
3.2 Programme 4 Performance: Business Events.....	20
3.2.1 Alignment to Government objectives	20
3.3 Business Events Performance Indicators	22
3.3.1 Relevance.....	22
3.3.2 Efficiency	23
3.3.3 Effectiveness	23
3.3.6 Sustainability	25
4. POTENTIAL BARRIERS TO PROJECT SUCCESS	26
4.1 What could be done differently?	27
5. RECOMMENDATIONS AND CONCLUSION.....	27

5.1	Programme 3: Leisure Tourism Marketing	27
5.2	Programme 4 Performance: Business Events.....	28
6.	REFERENCES	31
7.	ANNEXURES	32

List of tables

Table 1: Performance information for Programme 3	10
Table 2: Performance information for Programme 4	10
Table 3: Alignment to Government policies/Objectives	15
Table 4: Performance indicators achieved and activities for Programme 3: Leisure Tourism Marketing	16
Table 5: Goods and services with the largest share in expenditure in Programme 3	19
Table 6: Alignment to Government policies/objective	20
Table 7: Performance indicators achieved and activities for Programme 4: Business Events ..	22
Table 8: Economic Classification and expenditure for Programme 4	23

List of Figures

Figure 1: Relationship of evaluations to results-based management.....	12
--	----

List of Abbreviations and Acronyms

ACM	Africa Chartered Managers
BQV	Basic Quality Verification (BQV)
COVID-19	Coronavirus pandemic
DDC	Deal-Driven Campaign
DT	Department of Tourism
CPP	Community Private Partnerships
CRDP	Comprehensive Rural Development Programme
CWP	Community Works Programme
GDP	Gross Domestic Product
ETA	Eswatini Tourism Authority
KII	Key Informant Interview (KII)
MoU	Memorandum of Understanding
NTSS	National Tourism Sector Strategy
NDP	National Development Plan
SA	Tourism South African Tourism
SANCB	South African National Convention Bureau (SANCB).
SMMEs	Small Micro and Medium Enterprises
TGCSA	Tourism Grading Council of South Africa
TSRP	Tourism Sector Recovery Plan
VTSDs	Villages, Towns, and Small Dorpies
WTTC	World Travel & Tourism Council
ZTA	Zimbabwe Tourism Authority

EXECUTIVE SUMMARY

Overall programmes impact

When considering the current unpredictable and volatile travel environment due to COVID-19, the question of where and how to focus efforts on the road to recovery is critical. The evaluation sought to know which areas within the SA Tourism Consumer-based and Trade-based projects were critical in order to drive recovery of the tourism sector in the near to medium-term. Overall, there is a positive return on investment in Government expenditure in terms of achieving the South African Tourism Programmes 3 and 4. The financial analysis shows that in both programmes (Business Events and Leisure Tourism Marketing) the funds that were allocated to the specific projects contributed to the achievement of the targets set, but also that the funds were well utilised with minimal expenditure. By implication, every R1 allocated resulted in some added value through project achievements, an increase in international and domestic trips as well as business promotion. The overall impact of the two complementary projects is that they contributed to the recovery of the tourism trade post-Covid-19, are worthwhile (relevant, efficient, effective, sustainable), and therefore need to be sustained in the long run.

Programme 3: Leisure Tourism Marketing

Tourism revival in South Africa is critical, not just because of the jobs and businesses that it supports, but because, in its interconnectedness, its resilience and its ability to rebound swiftly, tourism can be a catalyst for a broader economic recovery. The results from the performance review of Annual Performance Plans-2021/22 indicators show satisfactory results, efficiency was achieved as finances where expenditure was above average and there was no over-expenditure, showing the value for money was achieved. Furthermore, the four broad output indicators (Global tourism Brand Campaign plan implemented, Integrated designation brand and marketing strategy, global brand activations, elements of the Global advocacy programme implemented, and market Campaigns) were achieved (Annual Performance Plan-2021/22. p54).

The achievement of these targets contributed to upward tourism trends post the COVID-19 period to 1.1 million (Annual Performance Plan-2021/22.) tourists. The volume of arrivals, departures, and travellers in transit increased for both South African residents and foreign travellers between December 2021 and December 2022 (Statistics South Africa, Tourism and Migration Report, July, 2022¹). By inference, there was an increase in the tourism sector's contribution to inclusive economic growth, through direct income from international as well as domestic travellers.

Conclusion

Restrictions on travel, low consumer confidence and the global struggle to contain the COVID-19 virus all contributed to the worst year on record in the history of tourism, with about 90%

¹ Administrative data sources from the DHA

of all flights grounded (SA Tourism Annual Performance Plan, 2021/22). Through the Leisure Tourism Marketing Programme, the programme was able to create demand through brand campaigns and marketing strategies for international as well as African travellers. The evaluation concludes that the Consumer Based Project-Regional (Africa) Campaigns were able to stabilise the regional African market's interest after the cross-border and regional travel restrictions were lifted. To sustain the Project, there is a need for a programme that encourages repeat travellers to travel more frequently by providing relevant attractive deals and discounts and marketing directly to repeat visitors by enticing them to take more holiday breaks with attractive leisure experiences.

Programme 4 Performance: Business Events

The Business Events Programme objective is to grow the nation's business events. The cumulative effect of the Business events such as Travel Indaba, Meetings Africa, and Lilizela projects has contributed to South Africa's competitiveness on the international stage. The contribution made SA maintain its position as the number one business events destination in Africa. A conclusion can thus be made that the social return on Government's investments on the business Events programme are positive.

Conclusion

Based on the evidence gathered, we conclude that the programme achieved its intended purposes, with a few areas that may need improvement, such as We, therefore, conclude that Business events such as Travel Indaba, Meetings Africa, Lilizela which were undertaken before the 2021/22 period contributed to the recovery of the tourism trade after the Covid-19 pandemic. A recommendation would be for South African Tourism to enhance the campaigns through increased materials such as booklets, pamphlets, business cards, computers for digital marketing and communication, technologies (programmes assisting with marketing), and digital assets (including product photos and brand guidelines). These results emphasize the need for SA Tourism to focus on servicing and growing domestic and regional tourism.

1. INTRODUCTION

1.1 Background to the Intervention

South African Tourism (SA Tourism) undertook a process to develop and implement an Evaluation Framework for its programmes and projects. The Framework was introduced in February 2022 along with Standard Operating Procedure to align with the National Evaluation Policy Framework and best practices. South African Tourism further sought to develop a three-year rolling plan for conducting evaluations in SA Tourism including the criteria for programme and/or project selection as well as actual programme/ project selection for the three years, two programmes/projects per year. Accordingly, in August 2022, Africa Chartered Managers (ACM) were appointed by South African Tourism to undertake an evaluation of two selected programmes for the second year of the implementation of the evaluation framework, i.e., the Business Events Hosted and number of regional (Africa) campaigns delivered regarding the delivery of outcomes during the period under review. The following evaluation criteria were applied: relevance, effectiveness, efficiency, and sustainability.

1.2 Tourism's Economic Contribution and Global Competitiveness

South African Tourism is the national tourism agency responsible for marketing South Africa as a preferred tourist destination. The Tourism Act No. 3 of 2014 mandates South African Tourism to market South Africa internationally and domestically as a preferred tourism and business events destination, ensure that tourist facilities and services are of the highest standard, and monitor and evaluate the performance of the tourism sector (Government Gazette, April, 2014)).

The Tourism Act of 2014 mandates South African Tourism to market South Africa internationally and domestically as a preferred tourism and business events destination, ensure that tourist facilities and services are of the highest standard, and monitor and evaluate the performance of the tourism sector (South African Government, 2022)².

Tourism is recognised for its immense potential and its significant contribution to the economy³. However, it is misunderstood by many to only mean holiday travel, it comprises the activities of persons travelling to, and staying in places outside their usual environment, for not more than one consecutive year, for leisure, business and other purposes (Statistics South Africa Tourist and Migration Report, 2022; (NTSS, 2016-2026).

Transformation, inclusive economic growth, and accelerating job creation are all central to all South African Tourism does. Providing small businesses and entrepreneurs an opportunity to also interact and engage with hosted buyers is very important; in this respect South African Tourism harnesses business opportunities both within the African continent and globally (SA Tourism, 2023).

² <https://www.gov.za/about-sa/tourism>

³ National Tourism Sector Strategy 2016 – 2026

1.3 Background to the Evaluation

1.3.1 Purpose

This document presents the evaluation process and outcome of the two selected programmes for the second year of the implementation of the South African Tourism Programme Evaluation Framework, i.e., the Business Events Hosted and Regional (Africa). This is in compliment to the evaluation process which was conducted for the Basic Quality Verification (BQV) and Domestic Campaigns Programmes in 2021.

In line with the approved South African Tourism Programme Evaluation Framework and Standard Operating Procedure, the evaluation process is guided as follows.

- A. Execute the evaluation process for the selected two programmes/projects for the financial year 2021/2022, based on the approved Evaluation Framework for SA Tourism.
- B. Assessing whether the identified programmes have successfully delivered their intended outcomes and impacts as reflected in the programme's plans.

For the 2021/22 period, the following project outputs are being evaluated:

1. **Consumer Based Project**-Regional (Africa) Campaigns undertaken before the 2021/22 period – the aim will be to measure if these campaigns were able to stabilise the regional African market's interest after the cross-board and regional travel restrictions are lifted.
2. **Trade-Based Projects:** Business events such as Travel Indaba, Meetings Africa, Lilizela undertaken before the 2022/23 period –, thus, the evaluation will test their contribution to the recovery of the tourism trade in the period 2021/2022.
 - A. Determine the benefits that have been derived from the identified programmes and the link to the outcomes of South African Tourism.
 - B. Provide recommendations that can be used during future planning to improve South African Tourism's programmes and projects.
 - C. Develop a detailed report on the outcomes of the evaluation.

1.4 South African Tourism Logic Framework

Outlined below is the South African Tourism logic framework, based on the programmes overview (informed by the Annual Performance Plan for 2021/22 – 2022/23) and SA Tourism Results Based Plan, which will serve as a tool to guide the evaluation process of SA Tourism projects.

Outcome: Increase the tourism sector's contribution to inclusive economic growth

Table 1: Performance information for Programme 3

Programme 3:	Category	Planned Activities	Inputs	Outputs	Output indicator
Programme 3: Leisure Tourism Marketing	Consumer-based project	4 campaigns delivered	1. Staff 2. Budget/funding allocation 3. Computer with internet connection 4. Social media pages and other marketing platforms	In-market campaigns	Number of regional (Africa) campaigns delivered

Source: South African Tourism Programme Evaluation Framework,

Outcome: Increase the tourism sector's contribution to inclusive economic growth

Table 2: Performance information for Programme 4

Programme	Category	Planned activities	Inputs	Outputs	Outputs indicator
Programme 4: Business Events	Trader based project	1. Planning of events 2. Organisation of events 3. Hosting of events	4. Funding for events 5. Staff to coordinate and manage events 6. Materials (tables, chairs, etc.) 7. Computers, tablets, projector 8. Catering for attendees 6. Venues	Business events hosted	Lilizela Awards, Africa's Travel Indaba, and Meetings Africa hosted.

Source: South African Tourism Programme Evaluation Framework

1.5 South African Tourism Enabling Environment

1.5.1 Constitutional Mandate

Part A of Schedule 4 of the Constitution of the Republic of South Africa, 1996, lists tourism as a functional area of concurrent national and provincial legislative competence.

1.5.2 Legislative Mandate

The Tourism Act (Act No 3 of 2014), aims to promote the practice of responsible tourism for the benefit of the Republic and for the enjoyment of all its residents and foreign visitors, provide for the effective domestic and international marketing of South Africa as a tourist destination, promote quality tourism products and services, promote growth in and development of the tourism sector, and enhance cooperation and coordination between all spheres of Government in developing and managing tourism.

1.5.3 Policy Mandate

- The NDP is the 2030 Vision for the country. It envisions rising employment, productivity, and incomes to ensure a long-term solution to achieve a reduction in inequality, an improvement in living standards, and ensuring a dignified existence for all South Africans. The NDP recognises tourism as one of the main drivers of employment and economic growth.
- The Re-imagined Industrial Strategy identifies tourism as one of the seven national priority sectors.
- The National Tourism Sector Strategy (NTSS) provides a blueprint for the tourism sector in the pursuit of growth targets contained in the New Growth Path. The NTSS focuses on harnessing the strengths of the public and private sectors to ensure alignment, and the sensible use of resources, as well as drawing on pragmatic planning and prioritisation.
- The White Paper on the Development and Promotion of Tourism in South Africa, 1996, provides a framework and guidelines for tourism development and promotion in South Africa.
- Tourism Sector Recovery Plan (TSRP) sets out interventions to ignite the recovery of the tourism sector and to place it on the path to long-term sustainability whilst contributing to the implementation of the Economic Reconstruction and Recovery Plan (ERRP).

1.5.4 Technological Environment

International trends clearly show that technology has significantly altered how travel products and services are procured and consumed, with consequences for conventional/traditional operators within the tourism value chain, particularly accommodation and transport providers. The tourism sector needs to take a balanced view on how to deal with technological advancements including the phenomenon of disruptive technologies (NTSS, 2016-2026).

1.6 COVID-19 Effect on Tourism

The socio-economic costs of the COVID-19 pandemic will last for years to come. As a sector that facilitates mobility and human interaction, tourism has been among the hardest hit by the pandemic. Tourism revival in South Africa is critical, not just because of the jobs and businesses that it supports, but because, in its interconnectedness, its resilience, and its ability to rebound swiftly, tourism can be a catalyst for a broader economic recovery (South African Tourism Annual Performance Plan for 2021/22).

The entire global tourism sector has been through a rough time in the last two years due to the COVID-19 pandemic, but we are back with renewed energy and South African Tourism are motivated to build and grow the Tourism sector to pre-pandemic levels and beyond. For instance, Meetings Africa aims to contribute to helping African business events players restart and grow. It aims to create opportunities for Africa's business events sector so that we can all grow back more vital than ever before (South African Tourism Media Release, 2023).

It is evident that the COVID-19 pandemic impacted the tourism industry quite hard around the world and in South Africa, mainly due to the lockdown. The third and fourth waves

experienced affected the country badly and devastated our tourism industry. And yet, despite all of this, there are still tourism products and businesses that have remained open. (Lilizela.co.za)⁴

1.6.1 Tourism Sector Recovery Plan

The tourism sector's potential far exceeds its previous levels. While the COVID-19 crisis has been catastrophic, tourism's long-term growth potential and overall impact on the South African economy are undiminished. The Tourism Sector Recovery Plan seeks not only to lift the sector out of the COVID-19-induced crisis but also to unleash its long-term growth potential and expand the sector's overall impact on the South African economy.

2. METHODOLOGY

2.1 Evaluation Approach

A process/implementation evaluation was used in this research. The Evaluation Policy Framework (NEPF, 2011) describes implementation evaluation as an assessment of programme delivery, strategies, procedures, and processes. This approach was taken as an implementation evaluation can happen any time after the programme has been implemented, as a stand-alone evaluation, as part of a series of evaluations, or as one component of an impact or economic evaluation. This evaluation will answer questions about whether the programmes' objectives were met, whether the programmes need to improve, and what the overall impact of the programmes was. Below is a figure showing the different types of evaluations, as prescribed by the Department of Performance Monitoring and Evaluation (DPME).

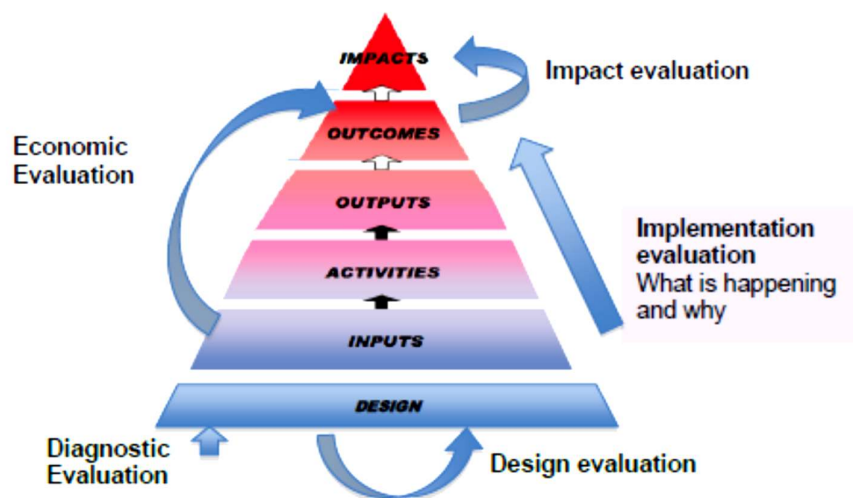


Figure 1: Relationship of evaluations to results-based management.

A Process/implementation evaluation determines whether program activities have been implemented as intended. The results of a process evaluation will strengthen South African

⁴ <https://www.southafrica.net/gl/en/trade/lilizela/page/success-stories-of-survival>

Tourism's ability to report on (i) Consumer Based and (ii) Trader Based Projects programmes and use the information to improve future activities.

2.2 Data Sources

The data gathered in this report was sourced from both primary and secondary research methods as detailed below. The evaluation used both primary and secondary research methods as detailed below:

A. Secondary data collection

Most of the data in this report came from secondary sources. Listed are the key documents that were used to extract important data relating to the programmes' performance:

- i. Memorandum of Understanding (MoU) signed between South African Tourism and the Department of Tourism (DT).
- ii. South African Tourism: Annual Performance Plan 2021/22
- iii. South African Tourism: Annual Performance Plan 2022/23

B. Primary data collection

Senior management of the Regional (Africa) Campaigns and Business Events projects were interviewed. This analysis will triangulate the results of the secondary findings with these Key Informant Interview results, to answer questions of relevance, effectiveness, efficiency, impact, and sustainability.

Data limitations

There was no data collected from the beneficiaries of the two programmes, who would have provided insights into the effectiveness and efficiency of the programmes. Given the tight timelines in this evaluation it was not possible to interview them.

2.3 Data Analysis

Qualitative: Qualitative data from interviews were recorded and transcribed. The data were analysed using NVivo. Using the latest automation technology, NVivo transcription provides verbatim transcription with 90% accuracy from quality recordings. This software was used to code the interview transcripts into the evaluation themes (relevance, efficiency, effectiveness, impact- to be discussed).

Quantitative: Primary data from online surveys were extracted from the google sheet excel back end, imported to Statistical Package for Social Scientists (SPSS) version 27, and analysed. This then was used to produce descriptive tables in form of frequencies and graphs. For Likert scale responses, reliability tests were done to check the internal consistency of the data, any response with a Cronbach's alpha of less than 0.7 was interpreted with caution.

2.4 Sampling

This evaluation targeted South African Tourism Managers, project implementers, and beneficiaries of Trader based and Consumer based projects, hence a combination of convenience and purposive sampling was employed (non-random sampling). A convenience

sample is drawn from a source that is conveniently accessible to the researcher. A purposive sample is one whose characteristics are defined for a purpose that is relevant to the study.

3. FINDINGS

3.1 Programme 3: Leisure Tourism Marketing

Programme overview

The Leisure Tourism Marketing Programme delivers on the President's call to revitalise the destination and brand and to deliver a significantly increased number of tourist arrivals by 2030. (South African Tourism Annual Performance Plan, 2022). The Programme is responsible for marketing South Africa as the ultimate leisure tourism destination and is the core function of South African Tourism. This makes the Programme a unique one as it seeks to aid South African Tourism to fulfil this milestone (South African Tourism Programme Evaluation Framework, 2022. p9).

The Leisure tourism Marketing Programme covers the work of the following business divisions:

- i. **Tourism Execution.** To create demand through travel acquisition, by working with the distribution channels to sell South Africa as a destination.
- ii. **Brand and Marketing:** To grow brand equity to create tourism demand for South Africa as a leisure and business events destination, in identified markets.

Key objectives

The Programme is responsible for creating demand through travel acquisition and growing brand equity for South Africa as a leisure and business events destination in identified markets. The Regional General Managers (RGM) are responsible for marketing South Africa as a tourist destination in the different hubs. Together with the team, they develop the business plan that contributes towards the organisational Annual Performance Plan and Tourism Execution operational plan and the implementation thereof (key informant interview).

3.1.1 Alignment to Government objectives

The Leisure Tourism Marketing programme is aligned with the South African Tourism Programme Annual Performance Plan- 2021/22, the South African Tourism Programme Evaluation Framework, 2022 and the following policy/legislative framework:

Table 3: Alignment to Government policies/Objectives

Policy/other legislation	Relevant Objectives
The NDP is the 2030 Vision	<ul style="list-style-type: none"> Vision for the country envisions rising employment, productivity, and incomes to ensure a long-term solution to achieve a reduction in inequality, an improvement in living standards, and ensuring a dignified existence for all South Africans. The NDP recognises tourism as one of the main drivers of employment and economic growth.
The National Tourism Sector Strategy (NTSS)	<ul style="list-style-type: none"> The National Tourism Sector Strategy (NTSS) provides a blueprint for the tourism sector in the pursuit of growth targets contained in the New Growth Path. The NTSS focuses on harnessing the strengths of the public and private sectors to ensure alignment, and the sensible use of resources, as well as drawing on pragmatic planning and prioritisation.
The White Paper on the Development and Promotion of Tourism in South Africa, 1996	<ul style="list-style-type: none"> Provides a framework and guidelines for tourism development and promotion in South Africa.
Tourism Sector Recovery Plan (TSRP)	<ul style="list-style-type: none"> Sets out interventions to ignite the recovery of the tourism sector, and to place it on the path to long-term sustainability whilst contributing to the implementation of the Economic Reconstruction and Recovery Plan (ERRP).

Source: South African Tourism Programme Evaluation Framework, 2022

Given the above, the following table provides performance indicators achieved and the activities that were successfully implemented. Following our analysis, this report establishes findings in terms of performance results that depict the progress and results achieved using a colour coded dashboard system to describe the level of achievement for each programme under review as follows:

Table 4: Performance indicators achieved and activities for Programme 3: Leisure Tourism Marketing

Programme 3: Leisure Tourism Marketing				
OUTCOME	OUTPUT INDICATORS	Target	TARGET ACHIEVEMENTS	
			2021/22	PROGRESS
Increase the tourism sector's contribution to inclusive economic growth	Global tourism Brand Campaign plan implemented	1	2021/22 Global Tourism Brand Campaign Plan launched and implemented	Achieved
		1	Approval of 2022/23 Global Tourism Brand Campaign Plan	
	Integrated destination brand and marketing strategy implemented	1	New indicator. It was implemented only in 2022/23	Not achieved
	Global brand activations implemented	1	World Expo Dubai 2020	Achieved
		1	Tourism month launched	Achieved
	Elements of the Global advocacy programme implemented	1	The concept of global advocacy programming defined	Achieved
	In market Campaigns:			
	Number of domestic campaigns delivered	4	4 domestic campaigns delivered	Achieved
	Number of Regional (Africa) campaigns	1	1 regional campaign delivered	Achieved
	Number of Regional (Africa) campaigns	15	15 international campaigns delivered	Achieved

Source: SA Tourism, Annual Performance Plan for 2021/22

Progress legend		Achieved
		Partially achieved
		Not achieved

In support of the South African Tourism strategic focus on domestic, regional, and selected global markets, the focus for 2021/22 and beyond was to stimulate:

- Domestic demand by diversifying supply (through increased geo-spread, reduced seasonality) to contribute to growth and to support recovery (impact metric based on jobs and direct/total spend).
- Regional demand by growing trips and diversifying supply (through increased geo-spread, reduced seasonality) to contribute to growth and to support recovery (impact metric based on jobs and direct/total spend).
- Global demand in priority markets by growing trips from and diversifying supply (through increased geo-spread, reduced seasonality) to contribute.

3.1.2 Effectiveness

Tourism in South Africa grows and increasingly contributes to GDP, job creation, inclusive economic participation, and is enjoyed by all South Africans. The results show satisfactory results of positive outcomes towards increasing the tourism sector's contribution to inclusive

economic growth. Efficiency was achieved as expenditure was above average and minimal over-expenditure, showing the value for money was achieved. the four broad output indicators (Global Tourism Brand Campaign plan implemented, Integrated Destination Brand and Marketing Strategy, global brand activations, elements of the global advocacy programme implemented, and market campaigns) had positive returns as they were all implemented This is evidence that the programme may have stimulated global, regional and domestic by growing trips from and diversifying supply (through increased geo-spread, reduced seasonality) demand to contribute to growth and to support recovery, as planned in the SA Tourism Annual Performance Plan 2021/22.

3.1.3 Relevance

Contribution to GDP and reducing unemployment.

Tourism contributes 3,7% to South Africa's gross domestic product, more than agriculture, utilities, and construction. South Africa is optimistic about its tourism prospects, following the total rescinding of the Coronavirus Disease (COVID-19) restrictive regulations and lockdowns in June 2022. Although tourist arrivals declined in 2021, the performance was better than 2020 as arrivals went down by 72.6% during 2021 compared to 2019 (Department of Tourism, Annual Report 2021/2022). The easing of the lockdown restrictions in the tourism sector, the overlap of the projects from 2020/2021, and commencement of high labour-intensive projects in 2021/2022 led to more work opportunities being created than originally planned⁵.

Key Informant Interviews indicate that the overall benefits of beneficiaries were that consumers get to know other aspects of South African leisure experiences that are linked to what they want in a holiday destination. This then benefits South African tourism products because consumers stay at their properties and utilize their services. The entire tourism business value chain benefits economically as one has to use planes, buses, private taxi operators, hotels, and restaurants.

3.1.4 Effectiveness

The Leisure Tourism Marketing Programme is responsible for creating demand through travel acquisition and growing brand equity for South Africa as a leisure and business events destination in identified markets. The targets (a) global tourism brand campaigns implemented (b) integrated destination brand and marketing strategy, (c) global brand activations, and (d) elements of the Global advocacy programme implemented were achieved within the prescribed time frame. The achievement of these targets contributed to upward tourism trends post COVID-19 period, from 1.1 million (2021/2022).

Intended consequences: 100% upward Tourism and Migration trends post COVID-19

- A comparison between the movements in **July 2021 and July 2022** indicates that the volume of arrivals, departures and travellers in transit increased for both South African residents and foreign travellers. The number of arrivals increased by 256,1% (from 107 542 in July 2021 to 382 964 in July 2022).

⁵ <https://www.statssa.gov.za/?p=14992>

- Departures increased by 191,5% (from 114 044 in July 2021 to 332 409 in July 2022) and transits increased by 189,0% (from 118 in July 2021 to 341 in July 2022). For foreign travellers, arrivals increased by 239,2% (from 217 373 in July 2021 to 737 350 in July 2022), departures increased by 195,2% (from 201 821 in July 2021 to 595 703 in July 2022), and transits increased by 135,3% (from 11 439 in July 2021 to 26 921 in July 2022).
- The year **2019** saw 14 797 472 non-resident visitors to South Africa compared with 15 004 384 non-resident visitors in 2018 and 14 975 675 non-resident visitors in 2017. Of the 14 797 472 non-resident visitors in 2019, 4 568 879 (or 30,9%) were same-day visitors and 10 228 593 (or 69,1%) were tourists ((Stats SA Tourism and Migration Report, 2019).
- In **December 2020**, 935 085 travellers (arrivals, departures, and transits) passed through South Africa's ports of entry/exit. They were made up of 333 579 South African residents and 601 506 foreign travellers (Stats SA Tourism and Migration Report, 2020).
- In **December 2021**, 1 171 244 travellers (arrivals, departures, and transits) passed through South Africa's ports of entry/exit. They were made up of 424 900 South African residents and 746 344 foreign travellers (Stats SA Tourism and Migration Report, 2021)⁶.
- In **December 2022**, 2 881 887 travellers (arrivals, departures, and transits) passed through South Africa's ports of entry/exit. They were made up of 965 599 South African residents and 1 916 288 foreign travellers (Stats SA Tourism and Migration Report, 2022).

From the comparison above, between the movements in December 2021 and December 2022 indicates that the volume of arrivals, departures, and travellers in transit increased for both South African residents and foreign travellers. Key Informant Interview (KII) indicated that the Regional (Africa) campaign shows an impact on the business events industry not only in South Africa but for the continent as a whole. The Regional (Africa) campaign was among the projects that contributed positively towards maintaining the industry during COVID. It also offered SME tourism product market access to our Africa source markets.

3.1.5 Efficiency

Resources used.

The allocated budget was utilised to cater for costs that include regional and international campaigns, world expo, global activations, and developing the Tourism Brand Campaign plans and marketing strategy including its launch and strategies. The financial analysis from the APP figures indicates that goods and services in Programme 3 had the largest share in expenditure (88%), which remained almost the same in the two periods (2021/22 and 2022/23), as depicted in **table 5** below.

⁶ Tourism and Migration, December 2021.

Table 5: Goods and services with the largest share in expenditure in Programme 3

Programme 3: Leisure Tourism Marketing		
	Estimated expenditure (Millions)	Percent
Economic classification	2021/22	
Compensation of employees	123 929	11,9%
Goods and services	917 296	88,1%
Total expenses	1 041 225	100,0%
Staff complement no.	83	

Source: South African Tourism Annual Performance Plan, 2021/22

3.1.6 Sustainability

The Leisure Tourism Marketing Programme delivers on the president's call to revitalise the destination and brand and deliver a significantly increased number of tourists' arrivals by 2030. The fact that international arrivals doubled between December 2021 and December 2022 is by inference evidence that the Tourist Marketing Programme is sustainable, despite unforeseen natural disasters such as COVID-19. The unintended consequences of the Programme were that COVID-19 affected the implementation of some of the activities because of travel bans, which indirectly affected employees in the entire tourism value chain (hospitality, aviation and transport, food, and beverages sectors. To further sustain the Project, there is a need for a programme that encourages repeat travellers to travel more frequently by providing relevant attractive deals and discounts and marketing directly to repeat visitors by enticing them to take more holiday breaks with attractive leisure experiences.

3.2 Programme 4 Performance: Business Events

Programme overview

The Business Events Programme is responsible to grow the nation's business events industry. The South African National Convention Bureau (SANCB) (South African Tourism Annual Performance Plan, 2021/22). South African Tourism has implemented this programme to act as a tool to assist the organisation to maintain South Africa's position as the number 1 business events destination in Africa and the Middle East and to retain its competitive advantage in the global business events space is the focus on business events development activities (South African Tourism Programme Evaluation Framework, 2022.p11).

The South African National Convention Bureau (SANCB) includes the following business units:

- i. **Business Development and Support Services:** To generate qualified leads and inform targeted positioning of South Africa as a business events destination.
- ii. **MICE Sales:** To capacitate and enable a relevant and competitive business events destination.
- iii. **Strategic Events and Platforms:** To create an inclusive market access and transaction platform for South African and African tourism and auxiliary products.

Objectives

The Business Events Programme objective is to maintain South Africa's position as the number one business events destination in Africa and the Middle East, and to be truly competitive on the international stage by focusing on business development activities (South African Tourism Programme Evaluation Framework, 2022)

3.2.1 Alignment to Government objectives

Business Events is programme is aligned with the South African Tourism Strategic plans 2021/22 and Strategic Plan 2022/23, TGCSA's mandate and the following policy/legislative framework:

Table 6: Alignment to Government policies/objective

Policy/other legislation	Relevant Objectives
The NDP is the 2030 Vision	<ul style="list-style-type: none">• Vision for the country which envisions rising employment, productivity, and incomes to ensure a long-term solution to achieve a reduction in inequality, an improvement in living standards and ensuring a dignified existence for all South Africans. The NDP recognises tourism as one of the main drivers of employment and economic growth.
The National Tourism Sector Strategy (NTSS)	<ul style="list-style-type: none">• The National Tourism Sector Strategy (NTSS) provides a blueprint for the tourism sector in the pursuit of growth targets contained in the New Growth Path. The NTSS focuses on harnessing the strengths of the public and private sectors to ensure alignment, and the sensible use of resources, as well as drawing on pragmatic planning and prioritisation.

The White Paper on the Development and Promotion of Tourism in South Africa, 1996	<ul style="list-style-type: none"> Provides a framework and guidelines for tourism development and promotion in South Africa.
Tourism Sector Recovery Plan (TSRP)	<ul style="list-style-type: none"> Sets out interventions to ignite the recovery of the tourism sector, and to place it on the path to long-term sustainability whilst contributing to the implementation of the Economic Reconstruction and Recovery Plan (ERRP).

Source: SA Tourism Annual Performance Plan, 2021/22

Similarly, programme 4 is aligned to the government objectives cited above. To fulfil the institutional obligation to actualise these, the programme proved to have the potential to contribute to the reduction in inequality, an improvement in living standards, and ensure a dignified existence for all South Africans through projects implemented under this programme.

The implementation mechanism for the programme followed a framework and guidelines for tourism development and promotion in South Africa that rhymes with the White Paper on the Development and Promotion of Tourism in South Africa, 1996.

Following the impact of the COVID 19 Pandemic, SAT implemented several interventions to ignite the recovery of the tourism sector, and to place it on the path to long-term sustainability whilst contributing to the implementation of the Economic Reconstruction and Recovery Plan (ERRP) through the use of online platforms and other interventions although there is still need for the institution to improve the institutional Customer Relation Management strategy through the use of technology.

In view of the above, the following table provides performance indicators achieved and the activities that were successfully implemented. Following our analysis, this report establishes findings in terms of performance results that depict the progress and results achieved using a colour coded dashboard system to describe the level of achievement for each programme under review as follows:

3.3 Business Events Performance Indicators

Table 7: Performance indicators achieved and activities for Programme 4: Business Events

OUTCOME	OUTPUTS	OUTPUT INDICATORS	TARGET	ACHIEVEMENT	PROGRESS
Increase the tourism sector's contribution to inclusive economic growth	1.10. Business Events Destination brand strength	Business Events brand strength index	Baseline to be determined in 2021/22		
	1.11. Positioning South Africa as a business events destination	Global business events campaign implemented	1 global business events campaign	Global and domestic business event campaigns implemented.	
		Domestic business events campaign implemented	1 domestic business events campaign	Hosting of Meeting Africa 2022	
	1.12. Bid support for international business events	Number of bid submissions	77 bid submissions	77 bid submissions	
	1.13. National business events hosted in *VTSDs	Number of national business events hosted in VTSDs	3 national business events to be piloted in VTSD	3 National business events piloted in VTSD	
	1.14. Business events hosted.	Indaba and Meetings Africa hosted	Hosting of Meetings Africa in a hybrid format	Hosting of Meeting Africa 2022	
		Indaba and Meetings Africa hosted	Hosting of Indaba in a hybrid format	No Africa's Travel Indaba in 2021)	
	1.15. Strategic platforms hosted	Lilizela Awards hosted	Hosting of Lilizela Awards in a hybrid format		

Source: SA Tourism, Annual Performance Plan for 2021/22

Progress legend		Achieved
		Partially achieved
		Not achieved

*Villages, Towns and small dorpiess

3.3.1 Relevance

The Business Events Programme relevance lies in the fact that it is led by the National Conventions Bureau (SANCB), which will actively seek to develop leads for future business events to ensure South Africa can bid for suitable events to be hosted. For the medium to

longer term, the SANCB continues to focus on demand creation and bid support globally, as it focuses on bids for future MICE (Meetings, Incentives, Conferences and Trade Exhibitions) within the six focus sectors of the SANCB-this also talks to sustainability. This also aligns with the JMIG Global Manifesto (2020) – an industry rationale for the use of Business Events as primary agents for post-pandemic economic recovery and renewal.

Meetings Africa events, after being held nationally do overflow to the provinces, in that case showing the programme's trickle effects to the province. For instance the crafters for the provincial meetings events are chosen from those in Gauteng in collaboration with the bid parties which are the co-hosts of Meetings Africa (KII). Notably, the evaluation also learnt (KII) that Meetings Africa is about matching buyers with exhibitors who are the product that can then do deals at the trade show. This contributes to the economy because the tourism value chain benefits not only through the hotels, but transport also as well as other products that are part of the value chain. Provincial meetings that follow also contribute to direct investment into the economy of the province, this talks to relevance at the grassroots level.

3.3.2 Efficiency

The value for money for the Travel Indaba, Meetings Africa, Lilizela were positive as there was over 80% utilisation of the funds allocated for the two broad programmes. The above trickle effect of the project in form of bringing income to the country which later trickles down to curb unemployment, promote hospitality, food and restaurants, and transport business shows that the social return of investments is worthwhile. Because of the funding of the programme, it is able to change people's lives through poverty alleviation, in line with the Government priorities. Below is a breakdown demonstrating the resource efficiency.

Table 8: Economic Classification and expenditure for Programme 4

Programme 4: Business Events		
	Estimated expenditure (Millions)	Percent
Economic classification	2021/22	
Compensation of employees	13 347	15,1%
Goods and services	74 912	84,9%
Total expenses	88 259	100%
Staff complement no.	14	

Table 4 indicates that goods and services in Programme 4 had a larger share in expenditure, compared to expenditure on compensation of employees.

Management from SA Tourism indicated that the available resources allow them to carry out their duties in the most efficient manner, with minimum wasted effort or expense. They explained that they find ways to leverage economies of scale between the African hubs and other regions and business units within Program 3. Furthermore, they find opportunities to leverage which results in us extending our budgets further.

3.3.3 Effectiveness

The four broad indicators, through their activities, had most of their targets achieved, (B2B brand campaigns implemented, bids submissions, Africa's Travel Indaba, Meetings Africa as well as business events hosted in villages, towns and small dorpiés (VTSDs). The results show that the programme activities were effective in achieving what the programme was intended to achieve, and on time. By inference, the identified programmes have successfully delivered their intended outcomes and impacts as reflected in the programme's plans. The following section provides specific sub programme achievements of the three trade-based projects and how they contributed to the economic recovery post Covid-19.

Unintended consequences

The extent of the social media reach to the consumer and their engagement seems to be low or negative.

3.3.3.1 Travels Indaba effectiveness

Africa's Travel Indaba specific objective of creating market access for the vast array of African leisure tourism Products (Africa's Travel Indaba, 2023)^{7,8}. Its effectiveness in contributing to the South African Tourism outcomes is reflected by the fact that it has won the accolades as Africa's best travel and tourism show awarded by the Association of World Travel Awards⁹. Indaba brings together a showcase of Southern African tourism products and services for the international travel trade. Some of the achievements of the Travel Indaba are reflected by the positive sentiments from African Leaders from Zambia, Eswatini¹⁰, see the textbox below.

"Africa's Travel Indaba is a great place to meet buyers" - Eswatini Tourism Authority (ETA).

"The Indaba, we expect to reconnect with our travel partners and buyers from our continent and beyond." - Zambia's Tourism Minister.

"We are here to network and invite other exhibitors to come to the clean waters of the Indian Ocean and big marine." - CEO of Mozambique Tourism Authority.

"Intra-regional travel will shape the future of tourism, especially after Covid-19. We are now focused on developing Southern African and the global market,"

"Zim is a beautiful country, and to demonstrate our seriousness, we have 27 exhibitors here to showcase our beautiful destinations, including the big Victoria Falls, Great Zimbabwe National Monument, and Lake Kariba." - Acting Chief Executive of the Zimbabwe Tourism Authority (ZTA).

3.3.4 Lilizela Tourism Awards effectiveness

The annual Lilizela Tourism Awards honours excellence in South Africa's tourism and hospitality industry. The project has a positive effect on tourism businesses as it recognises and rewards tourism players and businesses who work passionately and with pride to deliver a world-class product and service and whose delivery grows South Africa's global destination

⁷ <https://www.indaba-southafrica.co.za/>

⁸ <https://www.tourism.gov.za/CurrentProjects/PastProjects/Tourism%20Indaba%202013/Pages/Tourism-Indaba-2013.aspx>

⁹ [https://www.tourism.gov.za/CurrentProjects/Tourism Indaba 2018/Pages/Tourism Indaba 2018.aspx](https://www.tourism.gov.za/CurrentProjects/Tourism%20Indaba%202018/Pages/Tourism%20Indaba%202018.aspx)

¹⁰ <https://www.indaba-southafrica.co.za/news/indaba-2022-africa-s-time-has-come.aspx>

competitiveness (South Africa Tourism, 2019)¹¹. To support these tourism businesses, SA Tourism also profiles them within the media, by including the survival stories with the respective image/s including any additional information or rates to help these businesses continue to stay afloat, as we continue to build our country¹².

Award Categories include the following.

- Visitor Experience of the Year,
- Entrepreneurship
- Universal Accessibility Accommodation
- Visitor Experience of the Year
- Tour Operators
- Tourist Guides
- Universal Accessibility Experience

Lilizela awards were not held in 2021 and 2022 due to COVID-19 and were therefore not evaluated.

3.3.5 Meetings Africa effectiveness

Contribution to the national economy (GDP)

Meetings Africa has an effect in generating income into the GDP, as it offers more partnerships by offering various opportunities to meet face-to-face with the most influential buyers in the world (South African Tourism, 2023)¹³. Meetings Africa has a global, hosted buyer programme that for optimal interaction between buyers and exhibitors, international and domestic arrivals as well as hospitality, transport, and food industries are therefore promoted in terms of revenue generated.

Increase in international arrivals.

Meeting Africa has contributed to the increase in international arrivals after COVID: Cumulative arrivals for the January to November 2022 period increased by 151.9% to reach 5.0 million of arrivals over the same period in 2021. Arrivals in November 2022 were 565 758 arrivals.

3.3.6 Sustainability

Sustainability of the programme 4 is shown by the increase in the number of exhibitions, resulting in an increased number of international travellers and domestic travellers. Meetings Africa has seen significant growth and expansion over the past few years, with each edition of the show surpassing the previous one in terms of attendance and diversity. In 2019, Meetings Africa saw 338 exhibitors showcase their services and products to potential buyers; 102 exhibitors from 15 African countries joined their South African counterparts, with African countries such as Namibia, Zambia, Tanzania, and Mauritius being newly represented. Meetings Africa 2023 has already surpassed its target of 350 exhibitors, as 352 exhibitors from

¹¹ <https://www.southafrica.net/gl/en/trade/lilizela>

¹² <https://www.lilizela.co.za/>

¹³ <https://www.tourism.gov.za/Media-Statements/Documents/Meetings%20Africa%20Advances%20Africa%20business%20events%20sector.pdf>

23 African countries have already been confirmed. Moreover, 340 international buyers from 57 countries have so far been confirmed, against the target of 350 buyers (Meetings Africa, 2023). Various Small Micro and Medium Enterprises (SMMEs) were also at Meetings Africa in the development zone.

Key Informant interviews (KII) indicated that one of the projects within this scope is the Sustainability Village which makes use of crafters to sell their products. They felt that these Programme's benefits were likely to continue as crafters did tin this Sustainable Village travel across provinces in attending business events. Furthermore, they indicated that business events take place on an annual basis and therefore can be even elevated to greater heights, hence sustainable with potential to expansion.

Another Key Informant indicated that the gap of providing a platform to trade for the business events industry on the African continent necessitates the continuation of this programme. Furthermore, they explained that business events continue to be the biggest driver for the sector in the tourism space and this is based on how this sector cuts across other prominent sectors in the country. There is also great potential for growth within the business events sector on the African continent and the provision of interaction on a global scale.

4. POTENTIAL BARRIERS TO PROJECT SUCCESS

The South African tourism industry has significantly developed over the years, contributing to the country's socio-economic transformation by providing jobs for millions of South Africans, reducing poverty, and providing infrastructural development.

- a. *Non-enforcement of policies.* South Africa already has legislation, policies, regulations, and institutions seeking to achieve adequate safety and security, environmental protection, infrastructural development, skills development, and so on, however, the lack of, or non-enforcement and lack of or non-compliance to policies, legislation, regulation, and institutions negates tourism development and socio-economic development for the people of South Africa (Mokgale and Odeku, 2019)¹⁴.
- a. Empirical literature review- according to Johnson (2013), impediments faced by the tourism industry include but are not limited to the high cost of travel, unfavourable climate and weather, cultural resistance, lack of visitor facilities and amenities, and lack of capital.
- b. *Failure to provide knowledge and awareness about the tourism* industry to community members was found to be a factor encouraging a lack of participation by community members in the tourism industry (Simpson, 2008).
- c. The South African tourism industry is faced with the threat of losing their constant high volume of tourists visiting the country as a result of the immigration regulations which came into effect on the 26th of May 2014.
- d. According to Nkosi (2017), crimes perpetrated against tourists not only affect the victims but also affect the number of people visiting particular destinations. There exists less likelihood that tourists who experienced these heinous crimes could ever revisit or recommend the destination to others (Perry & Potgieter, 2013).

¹⁴ Mogale, P.T. and Odeku, K.O., 2019. Reflections on Major Challenges facing Tourism Sector in South Africa. https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_63_vol_8_3_2019.pdf

- e. The government has not prioritized the provision of adequate resources to develop the tourism industry, only marginal resources have been allocated to help to develop the tourism sector (Rogerson, 2006).
- f. COVID travel restrictions and travel barriers like travel visa processing and safety and security.

4.1 What could be done differently?

The following recommendations were provided by Key Informants in this evaluation.

- a) Aspects that could have been done differently related to social media reach for the business event project. South African Tourism
- b) Indicated that do not have a proper working Deals Dashboard, their websites are not user-friendly or not working and they lack consumer-centric information. For instance, having social media and social media community management for Angola and Mozambique (Portuguese) would go a long way in attracting travellers as well as business investors from these countries.
- c) Regional-Briefing 360 campaign elements beginning of the fiscal even though implementation and related payments should be done quarterly. This will allow South African Tourism to negotiate better and get related benefits.
- d) Cutting costs for Business events have far bigger implications for the organization; instead, there is a need to increase the budget. The budget (s) that is linked to the inflation in the markets in which we market.
- e) Developing a business plan that is driven by consumer insights and ensuring those insights form part of the annual implementation plan. Ensuring timeous sign-off of the plan by the Executive responsible.
- f) Regular monitoring and evaluation, implementation of the learnings, and having clear targets and working towards achieving those targets. Furthermore, always looking for leverage opportunities and economies of scale within the hubs in the region. The Project should focus on the quality connections within the continent.

5. RECOMMENDATIONS AND CONCLUSION

5.1 Programme 3: Leisure Tourism Marketing

Recommendation 1: Strategic: - While the evaluation concludes that the Consumer Based Project-Regional (Africa) Campaigns were able to stabilise the regional African market's interest after the cross-board and regional travel restrictions were lifted, it is recommended that to sustain the Project, there is a need for a programme that encourages repeat travellers to travel more frequently by providing relevant attractive deals and discounts and marketing directly to repeat visitors by enticing them to take more holiday breaks with attractive leisure experiences.

Recommendation 2: Operational: - We currently live in an experience economy and travel is the ultimate experience, that's why the travel and tourism industry is set to be one of the biggest and most lucrative industries, globally. Therefore, for South Africa to compete in such a growing and lucrative industry, it is recommended that South African Tourism re-engineer its marketing strategy to get travellers to focus more eyes on South Africa as a preferred brand destination, and consequently, more customers.

Recommendation 3: Operational: - South African Tourism should optimize its website to incorporate a Customer Relationship Management software (CRM) that is compatible with social media platforms to increase surfing experience and increase traffic to a site with precision and ultimately attract a diverse cadre of travellers from around the world. A website is a foundation for all your internet marketing efforts. As such, you should optimize it frequently to improve user experience and boost your conversion rates.

Recommendation 4: Institutional arrangements: - Given that the Leisure Tourism Marketing Programme is responsible for creating demand through travel acquisition and growing brand equity for South Africa as a leisure and business events destination in identified markets wherein global tourism Brand Campaigns, global brand activations, and elements of the Global advocacy programme implemented by South African Tourism, there is need to work closely with other government departments such as the Police, Department of International relations, Department of Home Affairs and other security wings to ensure harmony and coherence at institutional level for a consistency messaging and rhetoric as South African Tourism paints South Africa as a preferred tourist destination. Harmony and coherence in messaging within the government clusters aligned to the SA Tourism objectives will improve the image of South Africa as a brand.

Conclusion

The Leisure Tourism Marketing Programme is responsible for creating demand through travel acquisition and growing brand equity for South Africa as a leisure and business events destination in identified markets. The targets (a) global tourism Brand Campaigns were implemented (b) integrated destination brand and marketing strategy, (c) global brand activations, and (d) elements of the Global advocacy programme implemented were achieved within the prescribed time frame. The achievement of these targets contributed to upward tourism trends post the Covid-19 period, from 1.1 million (2021/2022) visitors to 2.8 million visitors in the 2022/23 period. Consequently, there was an increase in the tourism sector's contribution to inclusive economic growth, through direct income from international as well as domestic travellers attending provincial meetings. By inference, we conclude that because of the programme, people's lives are positively impacted as there is promotion of businesses along the tourism value chain, and the programme contributes to the welfare of South Africans. The evaluation concludes that the Regional (Africa) Campaigns were able to stabilise the regional African market's interest after the cross-board and regional travel restrictions were lifted. Through the Leisure Tourism Marketing Programme, the programme was able to create demand through brand campaigns and marketing strategy for international as well as African travellers, which doubled between 2021 and 2022.

5.2 Programme 4 Performance: Business Events

Recommendation 2: Operational: - While it is established that Business events such as Travel Indaba, Meetings Africa, Lilizela which were undertaken before the 2022/23 period – the APP 2022/23 contributed to the recovery of the tourism trade, it is therefore recommended that South African Tourism considers rotating their national meetings/conferences across South Africa, thus spreading the economic impact of local meetings and conferences to villages, towns, and small dorpiess (VTDS), which is a current gap.

Recommendation 2: Operational: - While it is established that in this programme the four broad indicators, through the aligned activities, had most of their targets achieved, (B2B brand campaigns implemented, bids submissions, Africa's Travel Indaba, and Meetings Africa hosted, it shows that business events hosted in VTSDs were lagging for reasons that have been attributed to technological issues. In this regard, it is recommended that South African Tourism considers providing access to information on immersive experiences and roll out global communications campaign toolkits that address all consumer segments. It is further recommended that SANCB enhance its strategy and continue to focus on demand creation and bid support globally, as it focuses on bids for future MICE (Meetings, Incentives, Conferences, and Trade Exhibitions) within the six focus sectors of the SANCB-this also talks to sustainability.

Recommendation 2: Strategic: - Based on the understanding that most of the country is rural, therefore in advancing the Tourism recovery Plan South African Tourism should elevate nodal development strategy which is aligned with the principles of sustainability and responsible tourism. Through a juxtaposition of various programmes including CPP, CRDP, CWP, War on Poverty. These interventions have the potential to ignite the recovery of the tourism sector, and to place it on the path to long-term sustainability whilst contributing to the implementation of the Economic Reconstruction and Recovery Plan (ERRP). This would mean placing a high priority on the areas that are defined as rural and underserved. The above proposals are not the panacea to the overall rural tourism development constraints but concerted efforts to curtail challenges of meaningful and output-related partnerships between the government, industry, and communities. The inadequate articulation of the opportunities and policy imperatives including incentives and regulations within the SA Tourism Strategy presents a short-changed approach to the means of improving the lives of the people in the tourism value chain. Some of the interventions we recommend are those designed with outcome-driven economic support and beneficiation models and incentivised schemes to improve rural economies.

Conclusion

The Business Events Programme objectives are to grow the nation's business events. The cumulative effect of the Business events such as Travel Indaba, Meetings Africa, and Lilizela projects have contributed to SA's competitiveness on the international stage, focusing on business development activities. The trickle effects of the project in form of bringing income to the country which later trickles down to curb unemployment, promote hospitality, food and restaurants, and transport business shows that the social return of investments is worthwhile. Because of the funding of the programme from the Government, it can change people's lives through poverty alleviation, and social return on Government investments. This is in line with the South African Tourism Strategic plan which also talks to the NDP 2030 poverty eradication aspect. Based on the evidence gathered, we conclude that the programme achieved its intended purposes, with a few areas that may need improvement, such as hosting virtual meetings. We, therefore, conclude that Business events such as Travel Indaba, Meetings Africa, Lilizela undertaken before the 2022/23 period – the APP 2022/23 contributed to the recovery of the tourism trade. There is a need to promote tourism experiences (pre-and-post-tour packages for delegates and accompanying persons programme) in villages, towns, and small dorpiess (VTSD) and incentivise the procurement of conferencing goods and services from local service providers in VTSDs.

6. REFERENCES

- Department of Performance Monitoring and Evaluation (DPME) (2014).
https://www.dpme.gov.za/publications/Strategic%20Plan%20and%20Annual%20Reports/DPME%20Strategic%20Plan%202019_2024.pdf
- Department of Tourism Annual Report. 2021/22.
https://www.gov.za/sites/default/files/gcis_document/202210/dept-tourism-202122-annual-report-finala.pdf
- Government Gazette, April, 2014.
https://www.gov.za/sites/default/files/gcis_document/201409/37538act3of2014tourism7april2014.pdf
- Johnson, T. (2013). Impediments and Opportunities in Tourism Development in Southwest Alaska. Marine Advisory Program University of Alaska (U.S.A.)
- Lehloenyha, P.M. (2017). Development and regulation of tourism for mutual benefit in the Southern African Development Community (SADC). Law, Democracy & Development, 21, 84- 96.
- Mogale, P.T. and Odeku, K.O., 2019. Reflections on Major Challenges facing Tourism Sector in South Africa.
https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_63_vol_8_3_2019.pdf
- Nkosi, G.S. (2010.)The Impact of Crime on Tourism in the City of uMhlathuze, KwaZulu-Natal. South Asian Journal of Tourism and Heritage, 3(2), 76-81.
- Perry, E.C. & Potgieter, C., (2013). Crime and Tourism in South Africa. Journal of Human Ecology, 43(1),101-111.
- Rogerson , C.M. (2006). Pro-poor local economic development in South Africa: The role of pro-poor tourism. The International Journal of development, 13(1), 95-119.
- SA Tourism Annual Report. 2021/22.
https://nationalgovernment.co.za/entity_annual/3210/2022-south-african-tourism-annual-report.pdf
- SA Tourism Programme Evaluation Report. June, 2022
- Simpson, M.C. (2008). Community Benefit Tourism Initiatives-A conceptual oxymoron? Tourism Management, 29(1),1-18.
- South African Tourism Programme Evaluation Framework, 2022
- Statistics South Africa. 2022. Tourism and migration.
<https://www.statssa.gov.za/publications/P0351/P0351July2022.pdf>
- SA Tourism The National Tourism Sector Strategy (NTSS). 2016-2026
- South African Government. Tourism Act 3 of 2014. <https://www.gov.za/documents/tourism-act-0>
- Tourism, S.A., 2021. Annual Performance Plan Final. 2021/2022. Johannesburg, South Africa.

Tourism, S.A., 2022. Annual Performance Plan Final. 2022/2023. Johannesburg, South Africa.

Links

<https://www.indaba-southafrica.co.za/>

<https://www.tourism.gov.za/CurrentProjects/PastProjects/Tourism%20Indaba%202013/Pages/Tourism-Indaba-2013.aspx>

<https://www.tourism.gov.za/CurrentProjects/Tourism Indaba 2018/Pages/Tourism Indaba 2018.aspx>

<https://www.indaba-southafrica.co.za/news/indaba-2022-africa-s-time-has-come.aspx>

<https://www.southafrica.net/gl/en/trade/lilizela>

<https://www.lilizela.co.za/>

<https://www.southafrica.net/gl/en/trade/lilizela/page/success-stories-of-survival>

7. ANNEXURES

Annexure A: SA Tourism Evaluation Key Informants Questionnaire

Annexure B: SA Tourism Evaluation Terms of Reference