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LIST OF ABBREVIATIONS/ACRONYMS

ABBREVIATIONS/ACRONYMS	DEFINITION
AASA	Airlines Association of Southern Africa
ACSA	Airports Company South Africa
AU	African Union
BARSA	Board of Airline Representatives South Africa
BrandSA	Brand South Africa
CEO	Chief Executive Officer
COVID-19	Coronavirus Disease 2019
DFFE	Department of Forestry, Fisheries and Environment
DFI	Development Finance Institutions
DG	Director-General
DHA	Department of Home Affairs
DIRCO	Department of International Relations and Cooperation
DOT	Department of Transport
DT	Department of Tourism
EOC	Executive Oversight Committee
EPWP	Expanded Public Works Programme
ERRP	Economic Reconstruction and Recovery Plan
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
IATA	International Air Transport Association
IMF	International Monetary Fund
PPIG	Public Private Growth Initiative
SA Tourism	South African Tourism
SADC	Southern African Development Community
SALGA	South African Local Government Association
SANParks	South African National Parks
SAPS	South African Police Service
SATSA	Southern Africa Tourism Services Association
SEFA	Small Enterprise Finance Agency
SMMEs	Small Micro-Medium Enterprises
Stats SA	Statistics South Africa
Steerco	Steering Committee
TBCSA	Tourism Business Council of South Africa
TDZ	Tourism Development Zone
TEF	Tourism Equity Fund
TSRP	Tourism Sector Recovery Plan
UNWTO	World Tourism Organisation
WTTC	World Travel and Tourism Council

1. EXECUTIVE SUMMARY

For South Africa to effectively combat poverty, unemployment, and inequality, the 2030 National Development Plan (NDP) offers a long-term vision for the acceleration of GDP growth and the development of a more inclusive society. As the structural issues facing the economy and society are addressed, this calls for a stable environment for growth and investment. Although tourism is a demand-driven industry by definition, understanding the relationship between supply and demand and how this affects the country's fundamental macroeconomic variables is important. The tourism sector is measured as an activity that spans multiple sectors rather than as a standalone industry.

Due to its multiplier effect, labour intensity, and value chain that creates significant employment opportunities for people, including women and youth, amongst others, tourism is recognised as a priority sector of the South African economy. The industry's interlinkages with other economic sectors provides business opportunities for Small, Micro to Medium Enterprises (SMMEs), which is why it was identified as one of seven key sectors in South Africa's Re-Imagining Industrial Strategy, approved by Cabinet in 2019.

The National Tourism Sector Strategy (NTSS) 2016–2026, which was adopted by Cabinet in December 2017, as well as the aforementioned NDP provisions served as the foundation for the creation of this thorough Tourism Sector Masterplan (TSMP). Additionally, this Masterplan was derived from the highly targeted three-year Tourism Sector Recovery Plan (TSRP), which comprises interventions that extend beyond its immediate implementation time period of 2023–2024 and was approved by Cabinet in April 2021.

The Masterplan is anchored on three interlinked pillars or strategic themes: Protect and Rejuvenating Supply, Re-ignite Demand and Strengthen Enabling Capability for long term sustainability. These pillars form the foundation of the plan, guiding its direction and ensuring a comprehensive approach to development. Within these pillars, there are seven Strategic Interventions that address key areas of focus. These interventions include enhancing education and skills development, promoting entrepreneurship and economic growth, improving infrastructure and connectivity, fostering social cohesion and well-being, preserving the environment and natural resources, strengthening governance and institutions, and promoting regional cooperation. Additionally, there are three Enablers that support the implementation of the plan, namely:

- Form targeted, strategic partnerships between government and industry;

- Partner with relevant departments to ensure improved travel facilitation through implementation of e-visas, tourist safety, airlift capacity and quicker turnaround times in the processing of tour operator licences;
- Stimulate domestic demand through Government Consumption expenditure.

These enablers encompass effective policies and regulations, adequate financial resources and investment, advanced technology and digitalisation, as well as robust monitoring and evaluation mechanisms. By aligning these pillars, interventions, and enablers in a cohesive manner, the Masterplan aims to achieve sustainable development that uplifts communities while ensuring long-term prosperity for all.

2. CONTEXTUAL BACKGROUND

South Africa (SA) is geopolitically distinctive and possesses natural and cultural diversity that supports a globally compelling tourism proposition. Being amongst the top six most biodiverse countries in the world (African Wild Life Foundation, 2018) and by far the most diverse for its size, SA has outstanding ecological richness. Seven distinct biomes occur within the country's borders and these are showcased within ten World Heritage Sites, twenty-two national parks and hundreds of game and nature reserves. The diversity of attractions makes the country a preferred tourist destination.

Tourism is recognised for its immense potential and its significant contribution to the economy. The 1996 White Paper on the Development and Promotion of Tourism confirmed SA's approach to tourism as one which is "government led, private sector driven and community based", and grounded in cooperation and close partnerships between all stakeholders. This sets the scene and is still relevant today.

Government's recognition of the critical importance of tourism in the economy is evident in the sector's inclusion as one of the priority areas in the initial Industrial Policy Action Plan (IPAP, 2007), the New Growth Path (NGP, 2010) and the National Development Plan (NDP, 2013). The 2030 NDP, a national framework for the development of the South African economy identified tourism as one of the seven priority sectors. This is due to its highly labour-intensive nature which stimulates the development of small businesses and generates Foreign Direct Investment (FDI) and significant export earnings.

The NDP specifically addresses tourism as a critical cluster and links it with the creative industries in terms of focus and growth. It notes that both sectors are labour intensive, and can stimulate the growth of small businesses as well as support increased exports and FDI. The NDP additionally suggests that increased airline

competition would help lower costs of travel, such as is typically implemented through an open skies policy.

SA can do more to develop the region as an international tourist destination by emphasising the broader biodiversity, cultural diversity, scenic beauty, range of tourism products, and making it easier for tourists to travel between countries in the region. The NDP placed emphasis on increasing the numbers of tourists entering the country and amount spent; the availability of tourism infrastructure; positioning South Africa as a regional shopping and business centre; and ease of access by air and travel facilitation through the possible development of a Schengen-type visa regime in the Southern African Development Community (SADC) region.

The above NDP provisions, including the National Tourism Sector Strategy (NTSS 2016 – 2026) which was approved by Cabinet in December 2017, formed the basis upon which this comprehensive Tourism Sector Masterplan (TSMP) was developed. Additionally, this Masterplan was drawn from the highly focused three-year Tourism Sector Recovery Plan (TSRP) approved by Cabinet in April 2021 which contains interventions, some of which extend beyond its immediate implementation time period of 2023/24.

3. AIM OF THE TOURISM SECTOR MASTERPLAN

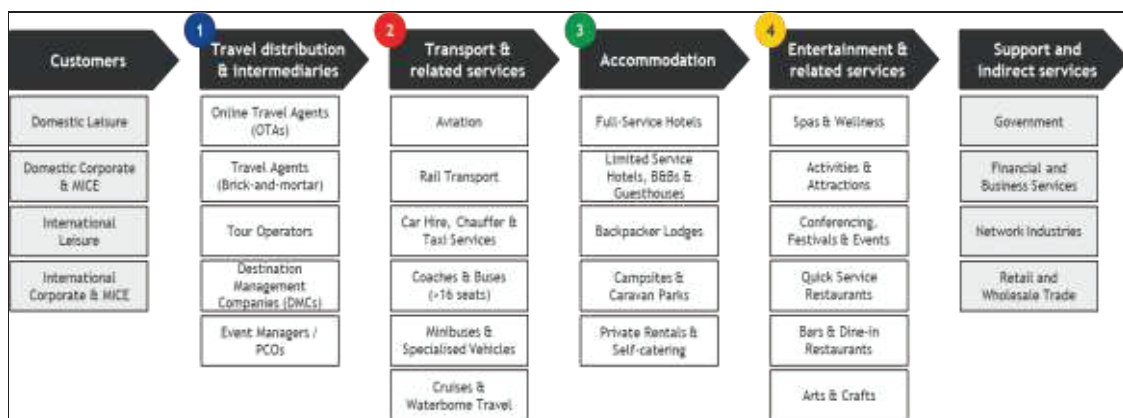
Tourism is identified as a priority sector of the South African economy because of its ability to employ significant numbers of people including women and youth, its multiplier effect, labour intensity, supply chain that generates significant employment opportunities for Small, Micro to Medium Enterprises (SMMEs) amongst others. It has also been identified as one of seven priority sectors within South Africa's Re-Imagining Industrial Strategy approved by Cabinet in 2019, and this is the foundation upon which the Tourism Sector Masterplan was developed. The plan primarily aims to galvanise government, industry and labour to collectively share a common vision that will position the tourism industry on an inclusive and sustainable competitive path for the benefit of all South Africans.

4. SECTION A: SITUATIONAL ANALYSIS

4.1 Players in the Tourism Economy

Tourism supports a vibrant and complex value chain and is a sector not characterised by significant market concentration or deep vertical integration like many other sectors in SA. Activity occurs across five sub-sectors: 'Travel Distribution and Intermediaries', 'Transport and Related Services', 'Accommodation', 'Entertainment and Related Services' and 'Support and Indirect Services'. Within each sub-sector, a number of industries support a diverse range of visitor services and experiences. This taxonomy of industry structure will be applied throughout the Tourism Sector Masterplan and is shown in Figure 1.

Figure 1: Tourism Value Chain



Source: Tourism Sector Recovery Plan, 2021

In respect of government, the system is supported by multiple relations and connections with other sector departments. These relations are essential and have a high degree of influence to deliver a complete visitor experience. Examples include interaction with Department of Home Affairs (DHA) around immigration policies and customs officials at ports of entry, securing of a free and safe environment, a competency of the South African Police Service (SAPS) including the Department of Transport (DoT) in as far as aviation and road infrastructure development is concerned, the Department of Cooperative Governance and Traditional Affairs (COGTA) in relation to the support for local government / municipalities and many other relevant government departments such as the Department of Sports, Arts and Culture (DSAC), and the Department of Forestry, Fisheries and the Environment (DFFE), all of which play a crucial role to support tourism. Various other synergies exist with other departments not necessarily listed above.

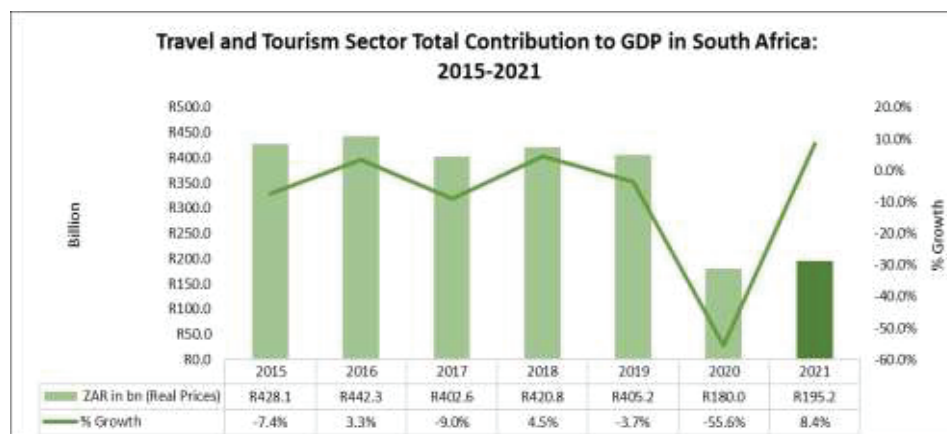
Tourism is therefore, fundamentally a collaborative endeavour for destination businesses in the sense that tourists experience a destination in its entirety – and the success of their experience depends on all parts of the value chain working together seamlessly. A highly competitive tourism destination is one in which all of the linked and integrated services and inputs combine together to provide a positive experience. This requires all stakeholders to work together to plan, execute, assess and constantly improve the tourism offering and visitor experience.

4.2. Travel and Tourism's Contribution to the South African Economy

For many countries, the tourism economy is growing faster than most other economic sectors. From a trend perspective, this is certainly the case for SA as tourism is a vital contributor to the economy. With its extensive value chain and labour absorption capacity, it is acknowledged as a tool for inclusive economic development, playing a significant role in responding to the country's socio-economic challenges. Among these, is the provision of employment to individuals of varying skills levels, the employment of women including in rural areas and ensuring the geographic spread of tourism benefits. The sector is also a significant foreign exchange earner and impacts on the wider economy through its significant forward and backward linkages with other economic sectors.

4.2.1 Contribution to Gross Domestic Product

Tourism plays a critical role in the broader South African economy. As a tertiary sector with strong linkages to transportation, consumer retail, financial services and other network industries, tourism's economic contribution is substantial. According to the World Travel and Tourism Council (WTTC) country report for South Africa: 2021 and as illustrated in Figure 2 below, it was estimated that the total (direct and indirect) contribution of tourism to Gross Domestic Product (GDP) increased from R180 billion in 2020 to R195,2 billion in 2021 (3.2% of GDP), which was an increase of 8,4%.

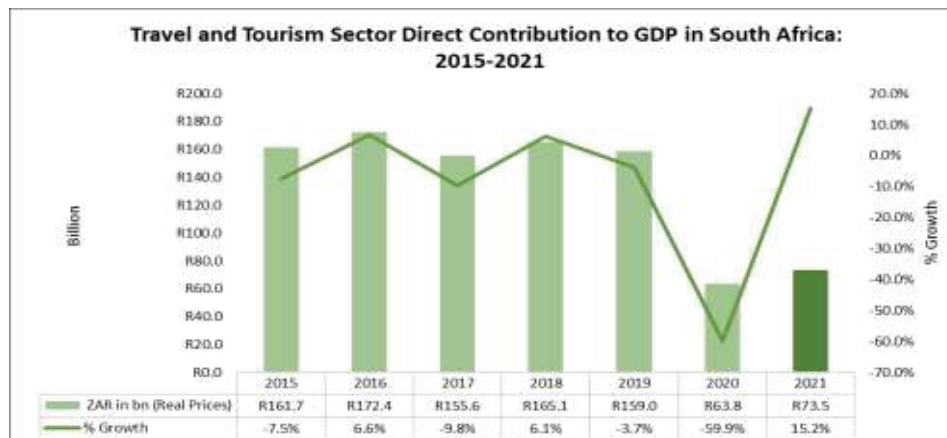
Figure 2: Total Contribution to GDP: 2015-2021

	2015	2016	2017	2018	2019	2020	2021
Share of GDP - Relative Contribution (% whole economy)	7.0%	7.2%	6.5%	6.7%	6.4%	3.1%	3.2%

Note: Real 2021 prices

Source: WTTC, South Africa Report, 2022

The WTTC further estimated that the direct contribution of tourism to GDP went up from R63,8 billion in 2020 to R73,5 billion in 2021 (1,2% of GDP), an increase of 15,2%.

Figure 3: Direct Contribution to GDP: 2015-2021

	2015	2016	2017	2018	2019	2020	2021
Share of GDP - Relative Contribution (% whole economy)	2.7%	2.8%	2.5%	2.6%	2.5%	1.1%	1.2%

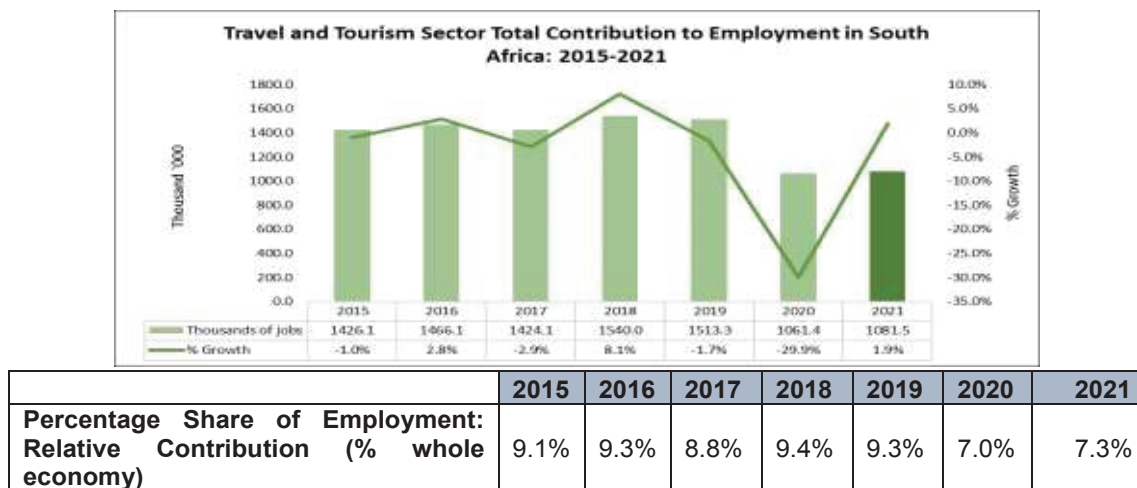
Note: Real 2021 prices

Source: WTTC, South Africa Report, 2022

4.2.2 Contribution to Employment

According to WTTC estimates, in 2021 the travel and tourism sector contributed about 1081,5 jobs, which was an increase of 1,9% (contributing 7,3% to total employment) compared to 1061,4 jobs (7,0 share % to the country's total employment) in 2020.

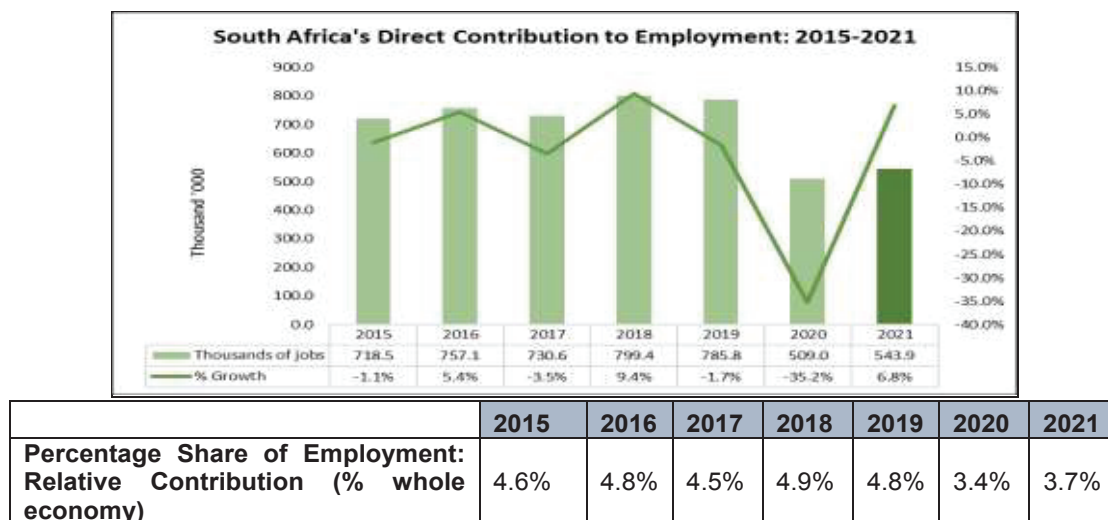
Figure 4: Total Contribution to Employment: 2015-2021



Source: WTTC South Africa Report, 2022.

The direct contribution of tourism to employment was estimated to have increased from 509 000, 000 in 2020 to 543 900, 000 in 2021 (3,7% of employment), which was a positive growth of 6,8%.

Figure 5: Direct Contribution to Employment: 2015-2021



Source: WTTC South Africa Report, 2022.

Table 1 below shows the respective contributions to output and employment of each of the tourism sub-sectors

Table 1: Contribution of each Sub-Sector to Tourism Output and Employment in South Africa

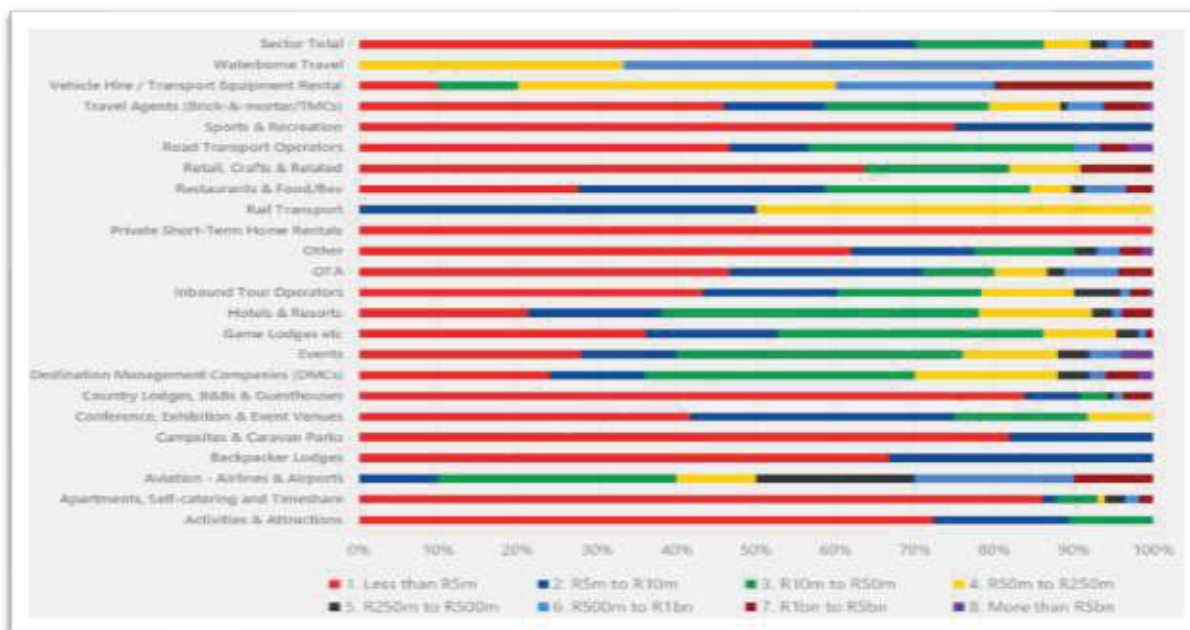
	Travel Distribution & Intermediaries	Transport & Related Services	Accommodation	Entertainment & Related Services	Support & Indirect Services
Contribution to Tourism Industry Output	3%	27%	16%	16%	37%
Contribution to Tourism Industry Employment	4%	34%	19%	20%	23%

Source: Statistics South Africa, 2019

While reliable measures of business size, number and market concentration are limited, the intensive series of industry surveys completed in support of the TSRP development provided some indication¹. For example, three online surveys conducted by the Tourism Business Council of South Africa (TBCSA) during the course of May, July and November 2020 received collective responses from approximately 3 500, businesses operating within the tourism sector respectively. These responses indicated the significant role and contribution of SMMEs in the sector, particularly in the accommodation and hospitality sub-sectors.

According to the survey results, approximately 58% of companies in the tourism industry generated less than R5 million in annual revenue, with about 70% of accommodation and hospitality businesses falling into this revenue bracket. The tourism revenue distribution per sub-sector is illustrated by Figure 6.

¹ The aggregate data generated through these crisis-related interventions are an important new resource that should enable further research on specific topics to be pursued.

Figure 6: Revenue Distribution Across the Sector

Source: TBCSA, 2020

Subsequently, businesses had to adopt a number of mitigation measures including wage reductions; furloughed staff; and staff redundancies.

4.3 Tourist Arrivals

South Africa is considered the largest destination in the Sub-Saharan region reaching more than 10 million international tourist arrivals annually from 2016-2019 which can be seen in table 2 below. In 2021, a total of 2 255 699 tourist arrivals was recorded which was a decline of -19,5% (-546 621) compared to 2020. The table below indicates tourist arrivals for the period 2015 to 2021. Tourist arrivals to the country recorded an increase of 12,8% in 2016 compared to 2015. Tourist arrivals continued to grow in 2017 and 2018, however, the growth was slower during these two years. In 2019 tourist arrivals decreased by -2,3%.

Table 2: International Tourist Arrivals: 2015-2021

	2015	2016	2017	2018	2019	2020	2021
Total Tourist Arrivals	8 903 773	10 044 163	10 285 197	10 472 105	10 228 593	2 802 320	2 255 699
% Growth	-6,8%	12,8%	2,4%	1,8%	-2,3%	-72,6%	-19,5%
Difference	-645 463	1 140 390	241 034	186 908	-243 512	-7 426 273	-546 621

Source: Stats SA Tourism and Migration Data, December 2021

4.4 Tourism Sector Recovery

The Coronavirus Disease 2019 (COVID-19) introduced an unprecedented crisis to the global economy. Tourism was one of the first economic sectors to be deeply impacted by the pandemic with measures to contain its spread, including restrictions on movement. Operations were halted under various phases of lockdown and tourism revenues were severely diminished. The sector thus faced profound and simultaneous demand and supply shocks.

Historically, the tourism sector has demonstrated resilience through global financial meltdowns and health pandemics. However, the scale and depth of the disruption caused by the COVID-19 health and economic crisis suggested that the road to tourism recovery would be long and highly uncertain. The United Nations World Tourism Organisation (UNWTO) expected the sector to return to pre-crisis levels only in 2023. Until then, the sector was largely in survival mode. Many tourism jobs remained at risk, while some businesses within the sector faced the prospect of permanent closure.

Destinations globally were grappling with the challenge of reigniting their tourism economies. Key source markets placed travel restrictions to and from SA as the South African brand continued to be under pressure due to the country's association with the 501Y.v2 variant of the COVID-19 virus.

The TSRP was developed as a deliberate response by the sector and its constituent partners to the multiple challenges brought on by the pandemic. The Plan acknowledged the need for targeted, coordinated action to mitigate the impacts of the crisis and set the sector on the most optimal path to recovery, transformation and long-term sustainability.

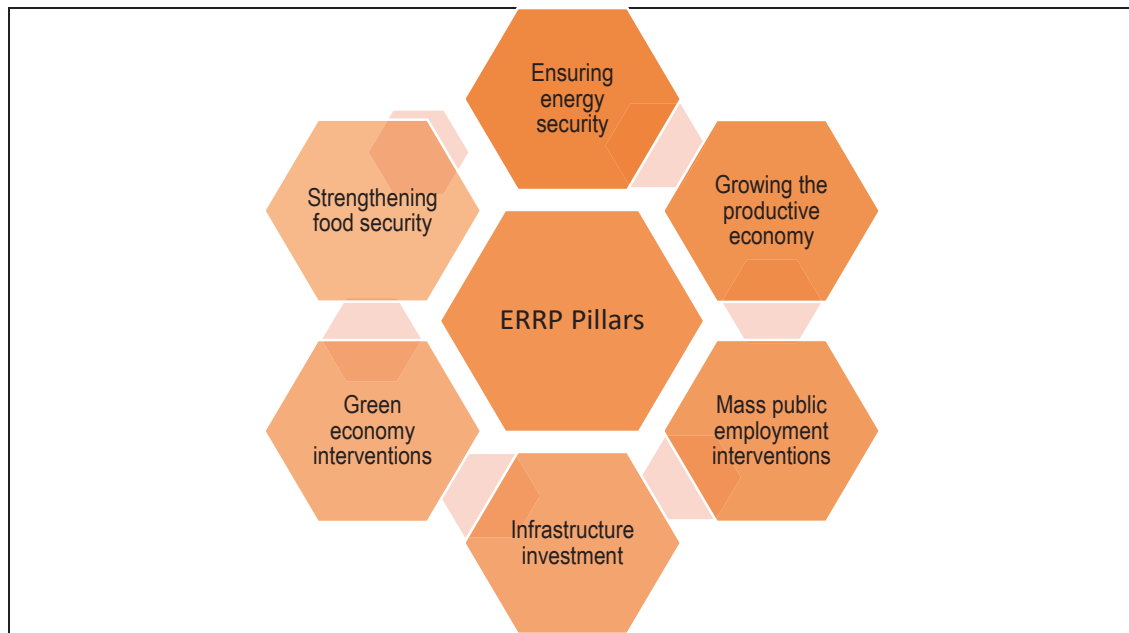
Working through multilateral institutions and platforms such as the African Union's (AU) Specialised Technical Committee on Transport, Transcontinental and Interregional Infrastructure, Energy and Tourism; WTTC; UNWTO; and G20 Tourism Agenda, SA aimed to pursue an integrated global approach to tourism recovery as well as draw lessons from global best practices.

The Plan outlined a set of interventions to ignite the recovery anchored in three strategic themes namely: *Protecting and Rejuvenating Supply*, *Re-igniting Demand* and *Strengthening Enabling Capability for long term sustainability*. Guided by these themes, the following seven strategic interventions will be implemented in order to support the revival of the sector:

1. Implement norms and standards for safe operation across the tourism value chain to enable safe travel and rebuild traveller confidence;
2. Stimulate domestic demand through targeted initiatives and campaigns;
3. Strengthening the supply-side through resource mobilisation and investment facilitation;
4. Support for the protection of core tourism infrastructure and assets;
5. Execute a global marketing programme to reignite international demand;
6. Tourism regional integration; and
7. Review the tourism policy to provide enhanced support for sector growth and development.

A further set of key enablers namely: forming targeted, strategic partnerships between government and industry; partnering with relevant departments to ensure improved travel facilitation through the implementation of e-visas, tourist safety, airlift capacity and quicker turnaround times in the processing of tour operator licences; deployment of the vaccine to frontline workers, attainment of population immunity and participating in global efforts to facilitate safe travel; and stimulating domestic demand through government consumption expenditure were identified. Implementation of most of the enablers is led by other government departments working closely with the Department of Tourism and its sector partners.

The Plan is aligned to the Economic Reconstruction and Recovery Plan (ERRP), the country's plan for overall economic recovery published in late 2020. The ERRP re-affirms tourism's position as a major contributor to the South African economy and its envisaged role in the broader economic reconstruction and recovery effort. It identified the following eight priority interventions to drive the reconstruction and recovery of the South African economy:

Figure 7: Pillars of the Economic Reconstruction and Recovery Plan

Source: ERRP, 2020

In addition to tourism having been identified as one of the priority areas of intervention in the ERRP, the sector has a contribution to make to infrastructure development; mass public employment; green economy interventions; gender equality and the inclusion of women and youth as well as skills development.

The pace and scale of the COVID-19 vaccine deployment was identified as a major risk to tourism recovery as it affects consumer confidence. Guided by SA's three-phased approach to the roll-out of the vaccination programme, the Plan's key assumption was that the country will reach population immunity (vaccination of 67% of the population) by the end of 2021. Risks linked to the emergence of further waves and new variants of the virus and their impact on travel patterns and preferences, were also considered. SA's brand positioning, the easing and removal of travel restrictions, especially from key inbound source markets were also identified as risks.

Implementation of interventions and enablers outlined in the TSRP are aimed at not only returning the tourism sector's performance to levels it reached prior the outbreak of COVID-19, but to also place it on a long-term sustainable growth trajectory that fully realises SA's vast and diverse tourism potential. It was expected that the interventions and enablers would together facilitate the preservation of R189

billion of value, help the sector to recover to its 2019 output and employment levels by 2023, as well as position the sector for long-term sustainable growth. Furthermore, the implementation of the Plan was anticipated to reduce the impact of the COVID-19 crisis on employment by 125 000 jobs.

The year 2021 saw signs of the beginning of recovery for the sector and according to the UNWTO, international tourism was on track to reach pre-pandemic levels by the end of 2022. However, SA's performance from January to November 2022 was 46% below 2019 levels and the January to September 2022 global average of -37%.

4.5 Strengths, Weaknesses, Opportunities and Threats Analysis

The analysis of the strengths, weaknesses, opportunities and threats (SWOT) of the tourism sector in South Africa is outlined in the Table below.

Table 3: SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Diversity of offerings (nature and wildlife tourism, scenery, adventure, beaches and coastal experiences, a variety of cultures, vibrant cities and shopping as well as business events) • Excellent weather • Good infrastructure and facilities • Large under-utilised asset base geographically spread • Exchange rate and affordability for international tourists. 	<ul style="list-style-type: none"> • Lack of real understanding and priority for the tourism sector by government and other economic stakeholders • Poor coordination of tourism planning across government • Quality of basic service delivery and infrastructure required for tourism • Turn-around times in the implementation of visa regulations • Tour Operator Licensing delays • Long haul destination and lack of direct flights • Silo approach and fragmented marketing and budgets • Inadequate trust and collaboration between private and public sectors • Poor information availability (timing, quality and content) • Industry not sufficiently transformed • Limited appetite of banking sector to fund tourism investment

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Still potential for growth in traditional /core markets • Niche tourism (Gastronomy, Sports, Astrotourism, Township and Rural etc) • Improved access for people living with a range of disabilities • Extending offerings to significantly more mid-markets • Improved air access (more flights into South Africa) • Significantly increased domestic tourism • Levering the opportunities of digitalisation and the 4th industrial revolution • Responsible tourism • Inclusive/stakeholder tourism – where labour, communities share effectively in the benefits 	<ul style="list-style-type: none"> • Resource constraints (water, electricity, telecoms) • High levels of crime and negative perceptions of safety and security • Service delivery protests • Climate change impacts • Disease outbreaks • Global terrorism and war incidents • High and increasing degrees of competition especially from other African destinations

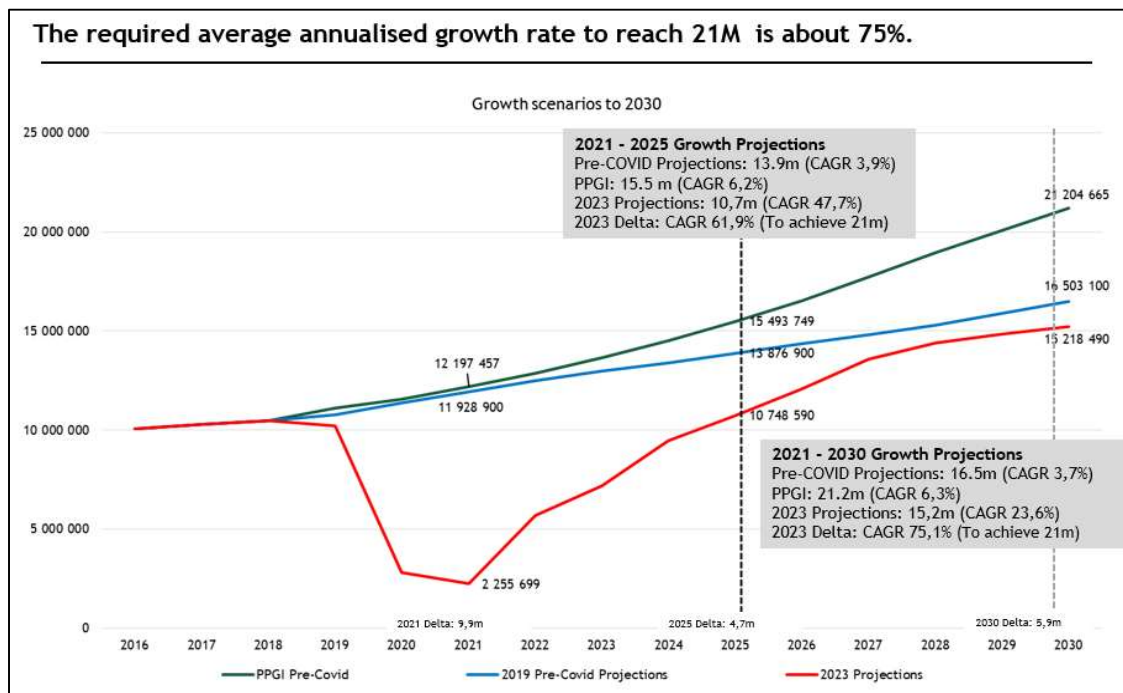
In summary, the above analysis presents a picture of a destination with significant natural advantages which have been well taken up by the private sector as a competitive advantage. There is however, space for growth in terms of niches in nature based and cultural tourism, gastronomy, astrotourism, responsible tourism, sport tourism, etc. Growth will depend on the removal of barriers and improved energy and water management, as well as possibly improved passenger ground logistics and connectivity, improved understanding of market segmentation as well as resultant product development and diversification to improve visitor offerings and affordability, amongst others.

5. FRAMING THE PROBLEM

South Africa enjoys a positive tourism trade balance with the rest of the world. This means that non-resident visitors to SA spend more money in the country than South Africans travelling abroad. A positive tourism trade balance has a positive impact on the country's overall trade balance. It also brings much needed foreign currency into the country.

The tourism industry in South Africa experienced a significant setback in its journey towards the 21 million international tourists target due to the downturn in 2020 and 2021. Although there has been a promising recovery in travel and tourism in 2022, it is critical to scrutinise the current situation, with tourist arrivals standing at 15.4 million, and outline the strategies necessary to achieve the 21 million target by 2030. According to some projections, South Africa will not return to 2019 levels until 2025.

Figure 8: Annualised Growth Projections



Source: Stats SA Arrivals; Oxford Economics (Current up to 12 June 2023 / Last forecast update 27 March 2023 - Note: PPGI)

5.1 Scenario Analysis

The Public Private Growth Initiative (PPGI) provided projections for South African tourist arrivals up to 2030 in 2019, setting the bar at 21.2 million. However, these figures were considerably higher than the natural forecast of 16.5 million for the same period. The PPGI's elevated projections were part of a strategy to allocate additional funds to target crucial markets, namely India, China, and Nigeria. However, the COVID-19 pandemic severely disrupted this plan, inflicting significant damage to the South African tourism sector.

The pandemic caused a significant decline in tourist arrivals, contradicting the anticipated growth of South Africa as a tourism hotspot. In 2021, for instance, while the PPGI projected 12.2 million arrivals, only 2.3 million were actualised, primarily due to the pandemic's influence.

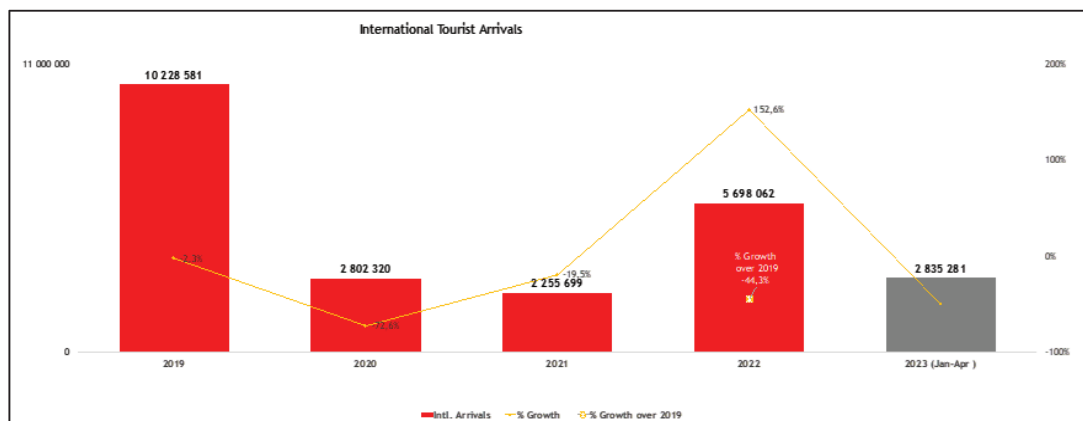
Before the pandemic, the natural forecast for 2030, based on the 2019 data, estimated 16.5 million arrivals. But in 2023, using the Oxford projection model, this estimate was downgraded to 15.2 million arrivals. This indicates a substantial variance of 5.9 million between the PPGI and the revised 2023 projections. Given the current arrival performance, a steep growth rate of 75% will be required to hit the 21 million target. Given the pandemic's effect and the slowdown in growth of arrivals, it seems improbable that South Africa will reach its 21 million target by 2030. In fact, the country is projected to only bounce back to pre-2019 levels by 2025.

5.2 Tourism Recovery Rate (SA and Globally)

5.2.1 International Tourist Arrivals Performance YoY 2019 – 2023

In 2022, South Africa welcomed 5.7 million international tourists, a figure that denotes more than a twofold increase (+152.6%) from the previous year, reflecting a robust recovery from the Covid-19 pandemic. Despite this encouraging surge, the total arrivals are still down by -44.3% compared to the 2019 figures.

Figure 9: International Tourist Arrivals YoY 2019 – 2023



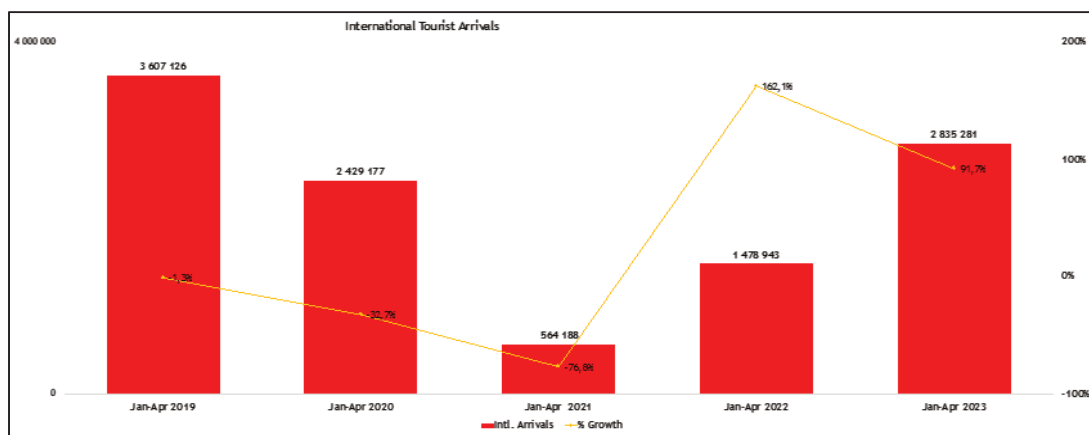
Source: Stats SA, Tourism and Migration, P0351 April 2023

Note: The data includes full years 2019-2022, but only Jan-Apr 2023

5.2.2 International Tourist Arrivals Performance January –April 2023

From January to April 2023, South Africa saw a significant influx of tourists with a total of 2,835,281 arrivals. Figure 10 signifies a robust 91.7% increase compared to the same four-month period in the previous. Although the total tourist arrivals from January to April 2023 saw a significant recovery compared to the previous year; the number remains 21.4% below the same period in 2019. This indicates that while tourism is rebounding, there is still progress to be made in fully recovering to pre-pandemic levels.

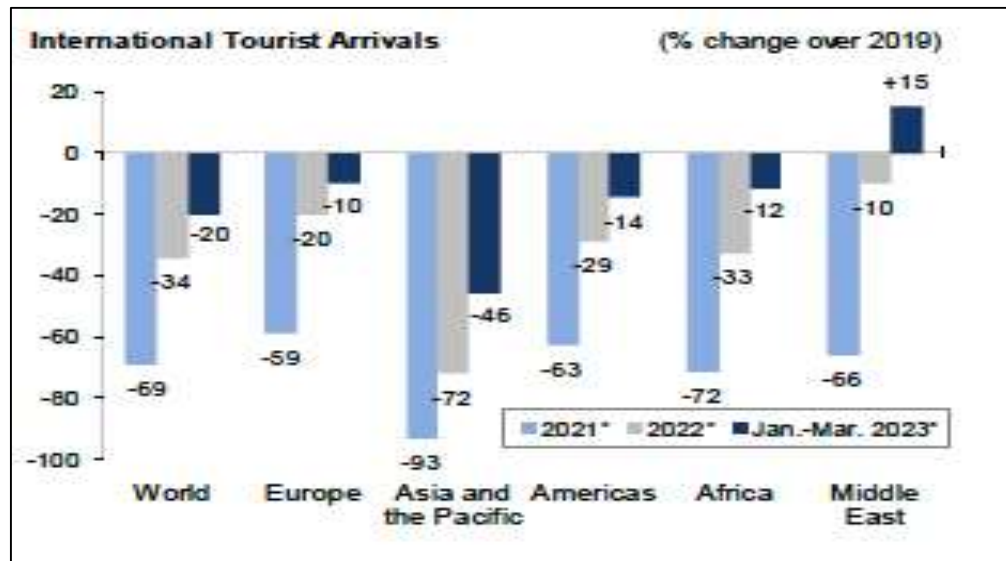
Figure 10: International Tourist Arrivals Performance January –April 2023



Source: Stats SA, Tourism and Migration, P0351 April 2023

5.3 Global Tourism Recovery

As reported by the UNWTO, international tourist arrivals in the first quarter of 2023 have rebounded to 80% of pre-pandemic figures, showing a decrease of 20% compared to the same period in 2019. This resurgence has been propelled by robust outcomes in Europe and the Middle East. In comparison, the recovery level for the entire year of 2022 was at 66%. South Africa's tourism recovery rate is aligning well with this global trend.

Figure 11: International Tourist Arrivals - First Quarter of 2023

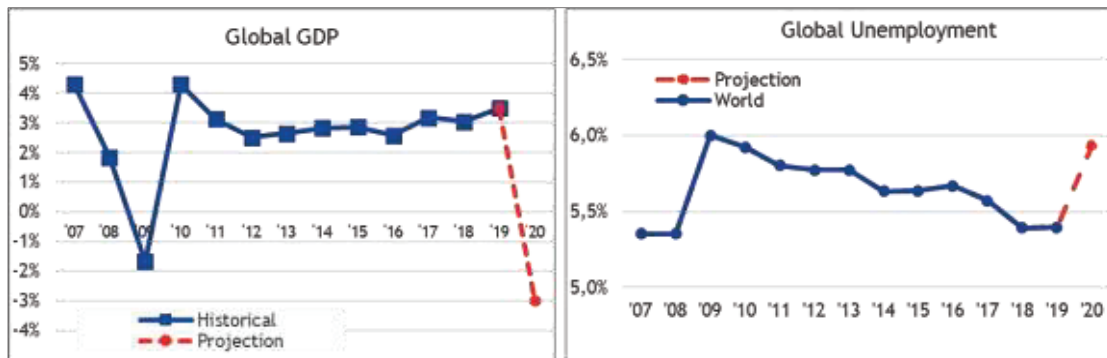
Source: UNWTO *Provisional data

5.4 Impact on the Global Economy

As previously indicated, the COVID-19 pandemic plunged the world economy into its most serious challenge in the post-war era. Global output, employment, trade and investment were impacted negatively. The International Monetary Fund (IMF) expected global recovery from the 2020 “severe collapse” to vary significantly across countries. The recovery was dependent on among others, access to medical interventions aimed at containing the COVID-19 pandemic.

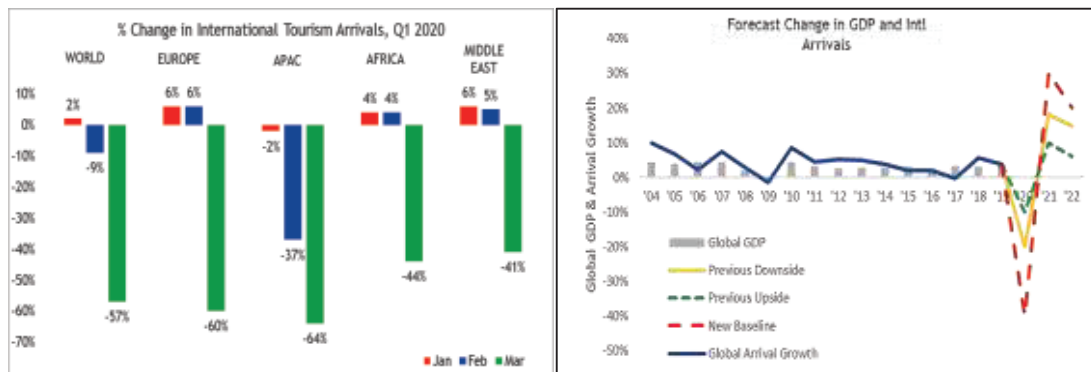
This indicated the significance of the vaccine deployment in global recovery. China was expected to lead global recovery, followed by Emerging and Developing Economies and the Advanced Economies. Figure 12 illustrates the impact of COVID-19 on global output and employment. Figure 13 illustrates the extent to which COVID-19 impacted international tourist arrivals and global GDP.

Figure 12: Impact of COVID-19 on Global GDP and Unemployment



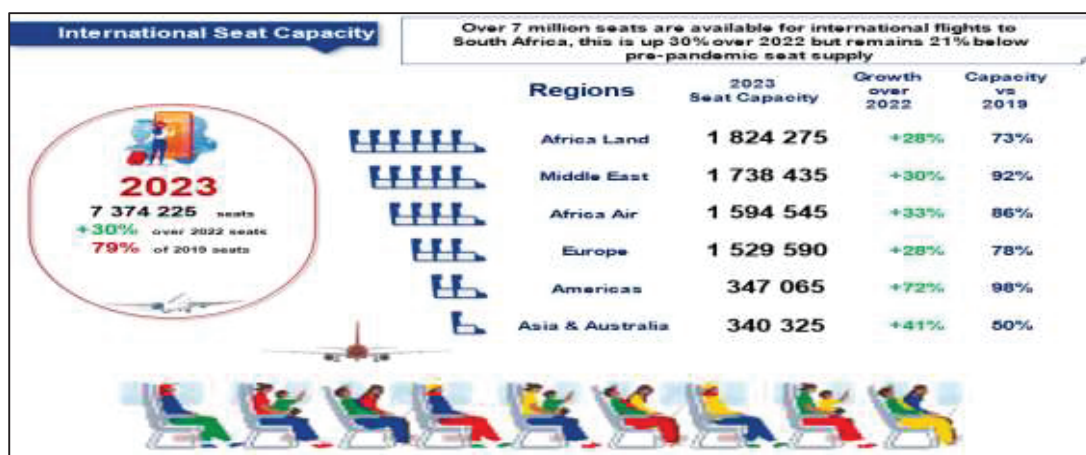
Source: The World Bank, 2020

Figure 13: Impact of COVID-19 on International Tourist Arrivals and Global GDP



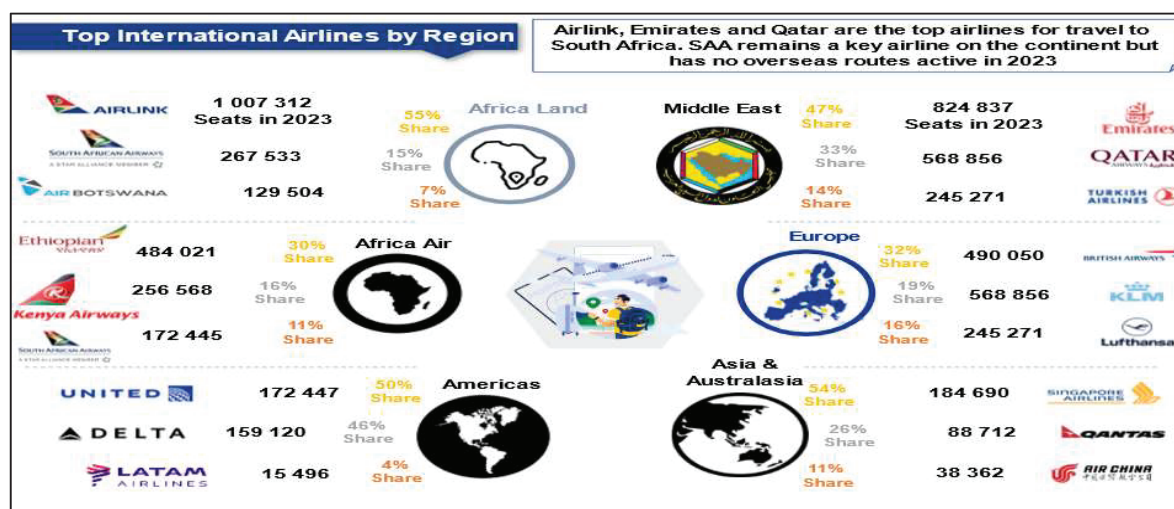
Source: UNWTO, 2020, Tourism Economics, 2020

Figure 14: International Seat Capacity



Source: Forward Keys, June 2023

Figure 15: Top International Airlines by Regions

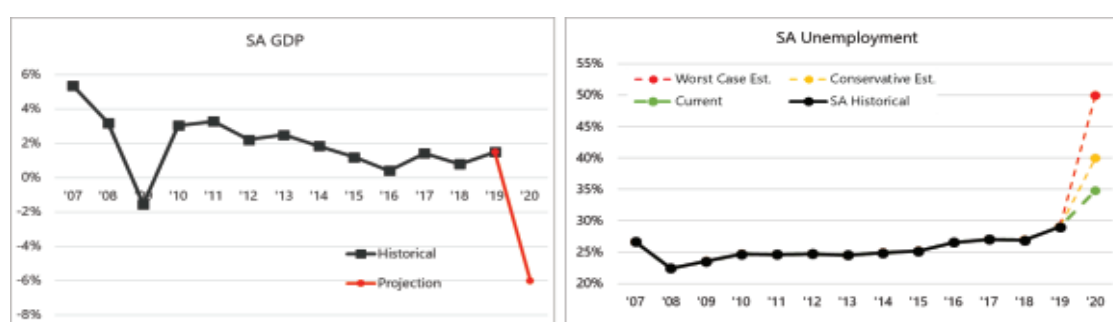


Source: Forward Keys, June 2023

5.5 Impact on the South African Economy

In South Africa, the impact of the pandemic placed many businesses and households in distress and jobs were lost. This ultimately resulted in an “unprecedented contraction”² in output in the second quarter of 2020. The economy rebounded significantly in the third quarter of 2020, however real GDP was only at a level similar to that in the first quarter of 2013³. Although stronger than initially anticipated, the recovery of the South African economy was expected to lag behind that of other emerging and developing economies. Figure 16 illustrates how COVID-19 impacted SA’s output and unemployment.

Figure 16: Impact of COVID-19 on South Africa’s Output and Unemployment



Source: National Treasury, 2020; SARB, 2020

² Quoted from the SARB Quarterly Bulletin – December 2020

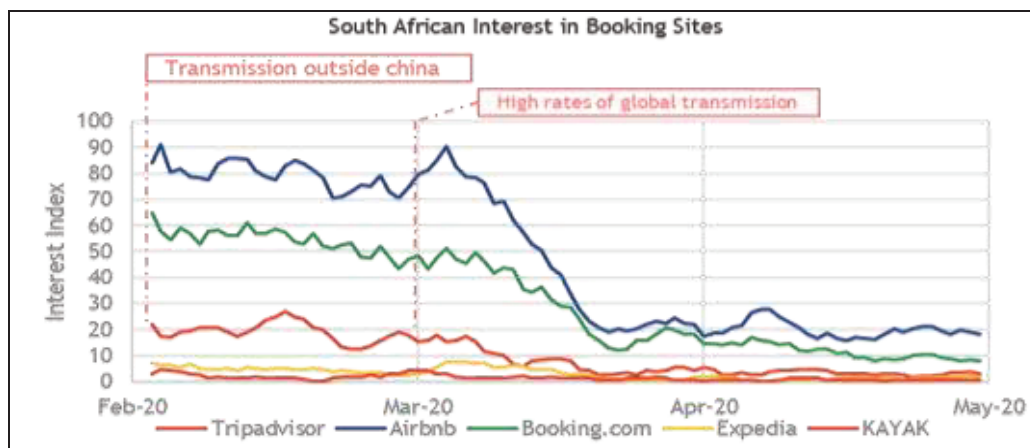
³ SARB Quarterly Bulletin – December 2020

5.6 Impact on the Local Tourism Sector

South Africa was not spared from the near collapse in international tourist arrivals. Hotel occupancies declined significantly, leading to some small and large hoteliers being forced to close down. Airlines also curtailed operations and many tourism attractions were either closed or operating below capacity. On the other hand, the weak state of the domestic economy and the job losses impacted household disposable income negatively, limiting both the ability to and affordability of travel.

Figure 17 shows the decline in South African interest in booking sites after March 2020. Domestic interest in booking sites can be used as an indicator of the intention to travel.

Figure 17: Local Interest in Booking Sites



Source: Google Trends, 2020

Table 4 indicates that total income of the food and beverages industry from January to December 2020 was about R33 706,6 million, which was a decrease of -40,5% when compared to R56 626,6 million in January to December 2019. All of the food and beverages industries showed a decline in income with restaurants and coffee shops having the highest decrease of 50,2% followed by catering services with -47,8% and take-away and fast food outlets with -21,4%. Table 5 shows the year on year change in total income for the food and beverage industry at current prices.

Table 4: Total Income by Type of Food and Beverage Industry: January-December 2020 Compared to January-December 2019

Categories of Food and Beverages	Jan-Dec 20	Jan-Dec 19	% Change
Catering services (R million)	4 426,4	8 473,5	-47,8%
Take-away and fast food outlets (R million)	14 477,9	18 411,1	-21,4%
Restaurants and coffee shops (R million)	14 802,3	29 742	-50,2%
Total Industry (R million)	33 706,6	56 626,6	-40,5%

Source: Stats SA: Food and beverages data cuts, 22 February 2021

Table 5: Year on Year Percentage Change in Food and Beverage Income at Current Prices

MONTH	2019	2020
January	9,9%	6,9%
February	10,5%	5,2%
March	14,8%	-27,9%
April	5,2%	-95,6%
May	10,5%	-86,3%
June	8,8%	-58,5%
July	1,5%	-49,6%
August	5,1%	-42,8%
September	4,1%	-38,1%
October	2,4%	-30,0%
November	4,9%	-26,3%
December	5,8%	-27,5%
TOTAL	6,8%	-38,9%

Source: Stats SA: Food and Beverage Report December 2020

According to the International Air Transport Association (IATA), job losses in Africa's aviation and related industries was projected to reach 3.5 million. This was more than half of the region's 6.2 million aviation-related employment. Furthermore, GDP supported by aviation in the region, was anticipated to decrease by up to \$35 billion. Full-year 2020 traffic was expected to plummet by 54% (more than 80 million passenger journeys) compared to 2019. It was anticipated that GDP supported by aviation in the region, could decrease by up to \$35 billion.

An online survey conducted in October 2020 showed that 92% of tourism businesses surveyed reported a more than 50% decline in revenues compared to October 2019, and 36% of businesses indicated a total loss of revenue. With regards to forward bookings, 78% of businesses reported forward bookings held in October

2020 are at least 50% less than bookings held in October 2019, and 23% have no bookings.

On occupancy/customer use, 88% of businesses surveyed indicated that occupancy in October 2020 was down more than 50% compared to October 2019, and 38% indicated no occupancy. With regards to costs, 58% of businesses were unable to service their debts; 61% were unable to cover fixed costs, 58% have reduced wages for more than 50% of staff, with 40% of businesses having reduced wages for all staff; 28% of businesses have furloughed more than 50% of staff, and 12% of businesses have furloughed all staff with 33% of businesses only having furloughed less than 10% of staff; 18% of businesses had made more than 50% of staff redundant, 7% had made all staff redundant, with 33% not making any redundancies. The survey also found that 23% of responding businesses were not operating in October 2020, but plan to reopen with 5% of businesses indicating they are closed and will not reopen.

Though, signs of recovery have been reported in all tourism indicators, sustained efforts to support growth in domestic tourism, implementing a world class e-visa system, addressing the electricity crisis and developing a more resilient tourism sector, among other key interventions must be maintained in order to grow the sector. The Tourism Sector Masterplan therefore presents the key issues to be addressed to facilitate full recovery and a growth trajectory going forward.

5.7 Prospects for the Sector and the New Normal

Forecasting the effects of the pandemic on the tourism economy is impacted by the uncertain environment and has often been overtaken by changes and adjustments to containment measures. Accordingly, the full consequences of the pandemic on the sector is not yet clear. This requires policy responses that are fluid and can enable constant adaptations to changing circumstances.

While forecasting the full extent of the impact the pandemic on the tourism sector remains a challenge, it is clear that a return to business as usual is not possible. The sector has to operate within a “new normal” context, which includes finding ways for the tourism economy to coexist with future pandemics notwithstanding other crises, be they environmental including geological, extreme weather, and human-induced events; societal and political events; technological incidents or failures; and economic events.

The conclusion drawn was that the tourism sector will, for some time, have to exist alongside the virus. In addition, the sector faced numerous stop/start cycles as

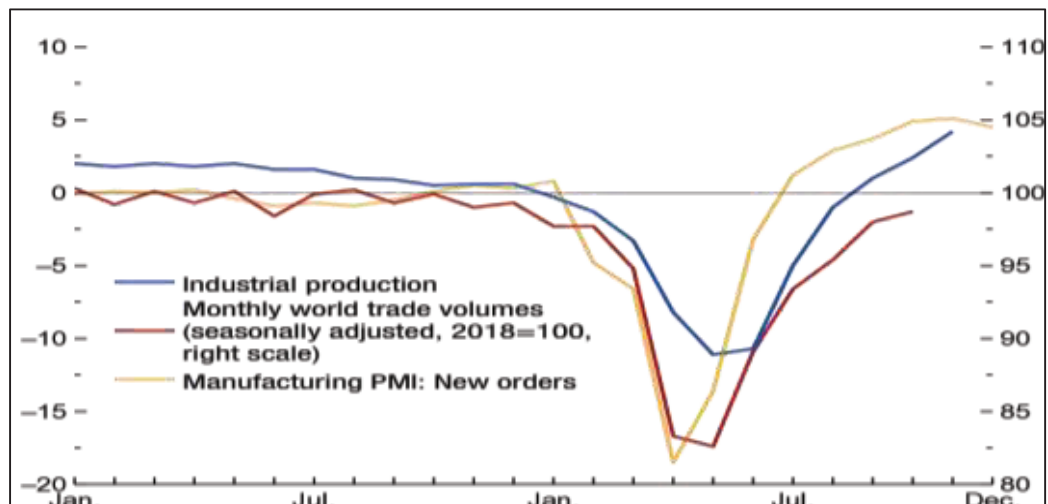
restrictions were changed and adjusted in line with the evolution of the virus. These stop/start cycles continued to affect traveller confidence and placed jobs and the survival of tourism enterprises at risk. This further made the recovery highly uncertain.

Furthermore, exploring the impact of digital transformation on products, services and processes and becoming acquainted with digital business models such as online platforms, e-commerce, digital services, Web 2.0 and social media applications cannot be over-emphasised. This could entail understanding their revenue mechanics as well as how online marketing can support digital businesses. It could also include analysing how companies develop and exploring tools that can be used to facilitate and control business development, including the required new set of skills.

According to the UNWTO, the promotion of domestic tourism is, in many cases, the first step in reigniting the tourism economy. In particular, domestic tourism can act as an indicator of the health and security in travel destinations in preparation for the arrival of international visitors. The challenge however was that the stop/start cycles the industry experienced were also impacting negatively on domestic travel. The domestic travel market was also negatively affected by a weak economy which exerted pressure on disposable incomes. This contributed to a situation where as the broader economy picked-up following the lifting of some restrictions, the tourism sector lagged behind.

In its January 2021 World Economic Outlook Update, the IMF revised global growth forecasts for 2021 upwards by 0.3% points to 5.5%. However, the IMF pointed out that tourism-based economies, especially in emerging and developing economies, faced particularly difficult prospects considering the expected slow normalisation of cross-border travel.

Figure 18 illustrates Global Activity indicators from January to December 2021. It shows that industrial production and trade volumes were forecasted to rise globally, while trade activity to lag behind industrial production. This was because of slower expected growth in services trade as a result of subdued cross boarder tourism and business travel until transmission declines in many parts of the world.

Figure 18: IMF Forecasts of Global Trade Activity

Source: IMF January 2021 World Economic Outlook Update

A further challenge requiring an immediate response is the establishment of a resilient South African brand that will not be under pressure whenever a disaster or crisis that could impact the destination strikes. This was evidenced by the issuance of travel advisories and bans to and from SA by some countries, which further hampered efforts to drive the recovery of the sector, while requiring greater public education and awareness creation.

6. KEY TRENDS IN GLOBAL TRAVEL

The COVID-19 pandemic, its related health and safety concerns, as well as restrictions to curb the spread of the pandemic, necessitated a profound change in traveller preferences and choices in respect of destinations to visit. Domestic travel, however, still offers a glimmer of hope, provided safety concerns are adequately addressed coupled with aggressive marketing and promotional campaigns. As the world prepared for the resumption of global travel and tourism, a number of key global consumer trends which are still relevant for the long term were identified as impacting on the world tourism economy, and are equally relevant to SA. These are:

- The rise in demand for unique, sustainable and exclusive experiences;
- Travellers of overseas holidays will insist on refund guarantees;
- Travellers want the flexibility to change dates and/or destinations;
- The rise in demand for open spaces or rural holidays and outdoor activities to avoid congestion;
- Road travel as opposed to air travel appears to be the preferred mode of holiday travellers where possible;

- More likelihood of avoidance of “busy destinations”;
- Technology will be at the forefront of addressing consumer needs. An example is contactless technology which can be used to address health and safety concerns;
- Remote workers are becoming potential holiday travellers and can stay longer and work from destinations such as lodges, hotels and restaurants;
- Travellers are increasingly concerned about their own safety, environmental safety and the effects of tourism on the destinations being visited; and
- Shared economies offer new choices for consumers to access goods and services, and new opportunities for small and emerging businesses.

7. OPPORTUNITY STATEMENT

Efforts to revive the tourism sector present a unique opportunity to not only return the sector to levels it reached before the outbreak of COVID-19, but to also position it for long-term sustainable growth as well as unlock its full potential. This is particularly important given that the performance of the sector in terms of contribution to output and employment has on average been flat since the 2008 financial crisis and that global tourism growth has outstripped local growth performance over the past decade. The Tourism Sector Recovery Plan, therefore, allowed for a “reset” of the sector and hence the integration of its strategic interventions into this Masterplan.

There is also an opportunity to focus on the sustainability of the tourism sector, diversification of the tourism offering, promoting structural transformation, and ensuring greater use of technology; and more inclusive participation of communities; all of which are essential elements towards a more sustainable, inclusive and resilient tourism sector.

8. SECTION B: THE APPROACH

Though there has been changes in the domestic and global environments, the vision, mission as well as the guiding principles and values as detailed in the NTSS 2016 – 2026 remain relevant and therefore adopted for this Tourism Sector Masterplan. The vision indicates what is aspirational for SA in terms of the country's own developmental priorities, and tourism's role in realising these and the mission indicates how the vision will be attained through an increased growth in tourism contribution to GDP and employment.

8.1 Vision, Mission and Guiding Principles/Values

- **Vision**

"Rapidly and inclusively growing tourism economy that leverages South Africa's competitive edge in nature, culture and heritage, underpinned by Ubuntu and supported by innovation and service excellence."

- **Mission**

"To increase the direct contribution of tourism to the economy through partnerships, research based collaborative planning, and the implementation of agreed priority actions".

- **Guiding Principles and Values**

- **Trust and Accountability:** The multiple partnerships shall be built on trust. All parties should have mutual trust, pursue the same vision and goals and commit to deliver on the actions outlined in the Tourism Sector Masterplan:
- **Respect for South Africa's Arts, Culture and Heritage:** All tourism development and activities shall respect all aspects of South Africa's diverse arts, culture and heritage;
- **Responsible Tourism:** All tourism development and activities shall deliver on the triple bottom-line, namely economic, social and environmental sustainability.
- **Service Excellence:** The entire industry, including the non-tourism service providers, shall continually strive for service excellence towards all our tourists.
- **Upholding the Values of the Constitution:** Human dignity and equality shall be respected.
- **A Commitment to Transformation:** The entire industry shall understand and unequivocally support the moral need for transformation.

- **Collaboration and cooperation between all key stakeholders:** Effective and efficient multi-stakeholder partnerships are an important determinant of the success and competitiveness of South Africa as a tourist destination.

The Masterplan is anchored on three interlinked pillars or strategic themes, namely protecting and rejuvenating supply, re-igniting demand and strengthening enabling capability for long term sustainability.

8.2 Masterplan Strategic Interventions

The following high-level strategic interventions integrated in all the three pillars will be implemented as part of the Tourism Sector Masterplan:

- Implement norms and standards for safe operations across the value chain to enable safe travel and rebuild traveller confidence;
- Stimulate domestic demand through targeted initiatives and campaigns;
- Strengthen the supply-side through resource mobilisation and investment facilitation;
- Support for the protection of core tourism infrastructure and assets;
- Execute a global marketing programme to reignite international demand;
- Tourism regional integration; and
- Create an enabling policy environment to provide enhanced support for sector growth and development.

8.3 Enablers for Growth

Even with the best branding, marketing and experiences, the growth of the sector will be impacted if partnerships to address barriers that limit its ability to grow are left unattended. If there is improved ease of access, tourism numbers will increase. To this effect, the following enablers that will ensure that implementation of this Plan and therefore tourism growth is supported are identified:

- Form targeted, strategic partnerships between government and industry;
- Partner with relevant departments to ensure improved travel facilitation through implementation of e-visas, tourist safety, airlift capacity and quicker turnaround times in the processing of tour operator licences;
- Stimulate domestic demand through Government Consumption expenditure.

8.4 Identified Risks

The Plan presumes that domestic travel serves as a leading indicator of SA to safely receive inbound visitors. However, this may not be the case considering the weak state of the economy and diminishing household disposable income.

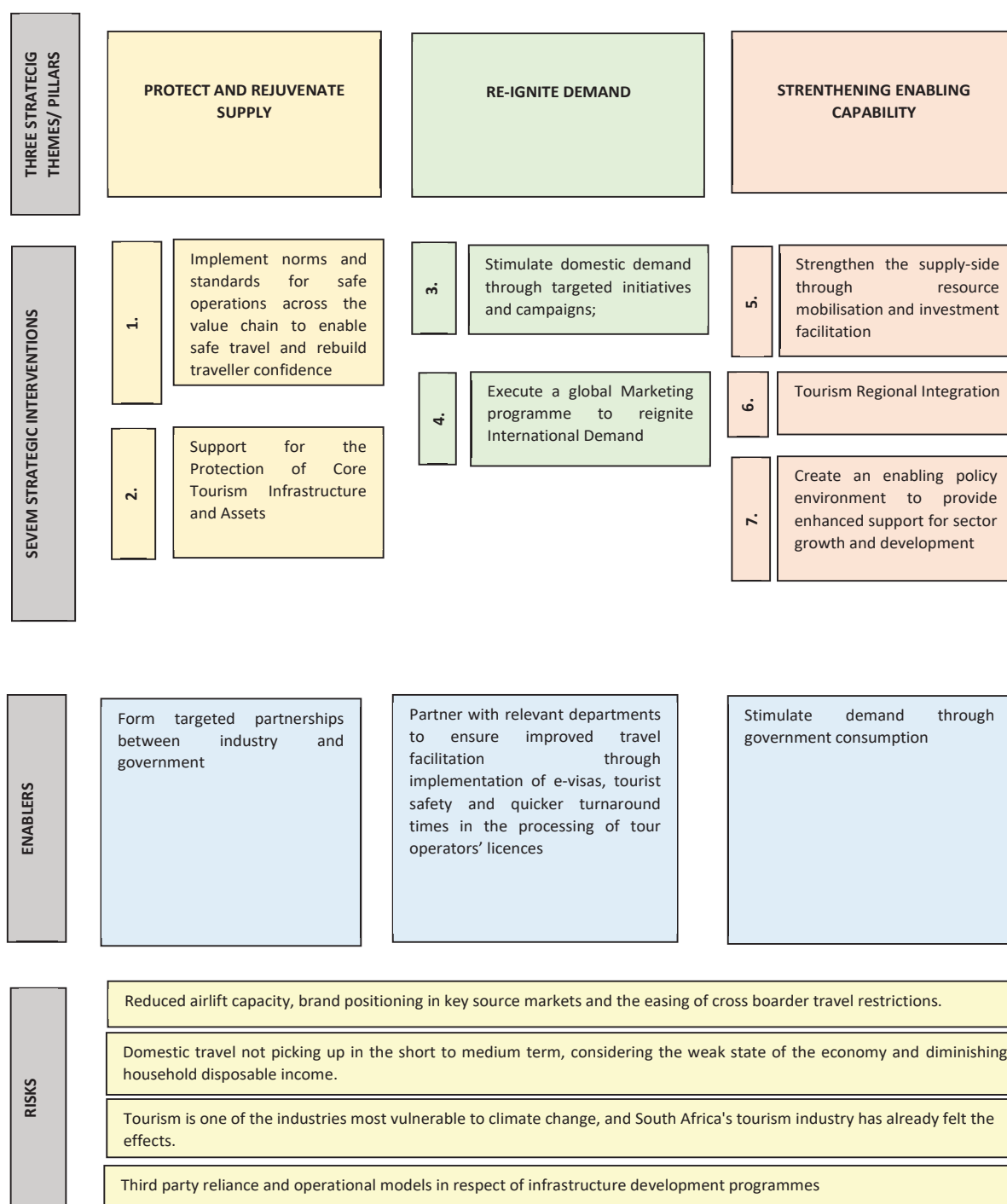
The reduced capacity of airlines and routes especially from major source markets including the high-ticket prices as a result of the low supply in capacity could also pose a risk for the tourism sector recovery and long-term growth effort.

Project packaging is a key enabler for successful investment promotion efforts. The key risk at present is that there is high global demand for investors and this may hamper resource and investment mobilisation efforts. There are also additional risks related to the initiative to achieve the correct product-pricing mix to address domestic demand which are the lack of stakeholder buy-in, resourcing and institutional arrangements. If the risks are addressed, stakeholder buy-in, adequate resourcing and institutional arrangements become key enablers for the budget resort concept and brand pilot.

Tourism is one of the industries' most vulnerable to climate change. The drought in Western Cape and floods in KwaZulu-Natal Provinces, both of which are important SA tourist destinations, are examples of how catastrophic natural disasters can be. Therefore, implementation of a Tourism Crisis Management Strategy (TCMS) to ensure business resilience and adaptation to crises/disasters should be a priority.

The key risks for the infrastructure programme relate to third party reliance and operational models. However, effective stakeholder compacts, contract management and early operator involvement in mobilising operational expertise and funding are key enablers to mitigate these risks.

Figure 19 illustrates the TSRP approach, its strategic pillars, interventions, enablers and risks. This approach has been adopted for the Tourism Sector Masterplan.

Figure 19: Tourism Sector Masterplan Approach

Source: Tourism Sector Recovery Plan 2020

9. TOURISM SECTOR MASTERPLAN KEY ACTIONS

The effective implementation of the Plan will be anchored in seven Strategic Interventions (SI) supported by catalytic programmes through the enablers. The key focus in respect of each strategic intervention is outlined hereunder. This is followed by a detailed implementation plan with specific actions for each strategic intervention, time-frames, an indication of those responsible for the implementation of each strategic intervention and funding sources.

9.1 Theme 1: Protect and Rejuvenate Supply

9.1.1 Strategic Intervention 1: Implement Norms and Standards for Safe Operations Across the Value Chain to Enable Safe Travel and to Rebuild Traveller Confidence

Central to the ability to travel and lessons learnt from COVID-19, is the need for operational measures to ensure safe operations across the tourism value-chain. In this regard, working with the industry, tourism norms and standards across the value chain which have been adopted by Cabinet in 2022 will continue to be implemented. This will also include integration of these norms and standards into various training programmes, targeting unemployed and retrenched youth.

A national training programme targeting SMMEs in rural areas, townships and small towns to facilitate the implementation of norms and standards including the COVID-19 protocols in the sector, will continue to be rolled-out. In addition to the norms and standards for safe operations, the tourism industry led by the TBCSA, has developed a comprehensive set of protocols covering customers, staff, operations and facilities. These protocols will provide an additional layer of assurance to travellers that SA is a safe destination.

Though tourism is one of the key economic sectors contributing significantly to the socio-economic development process, it remains vulnerable to natural and man-made hazards. This was evidenced by the impacts of COVID 19 and the floods and the drought and floods that impacted the Western Cape and KwaZulu-Natal Provinces respectively. It is therefore paramount that measures to build resilience to future disasters be implemented for destination competitiveness. to facilitate the sector's resilience and ability to recover post such disasters. Implementation of a Tourism Crisis Management Strategy (TCMS) to ensure business resilience and adaptation to crises/disasters should be a priority.

9.1.2 Strategic Intervention 2: Support for the Protection of Core Tourism Infrastructure and Assets

A key intervention to protect tourism supply, is the implementation of a tourism infrastructure maintenance programme of state-owned assets. Destination enhancement work is critical to improving the quality of product offerings, through upgrades, refurbishment and maintenance.

Focus will be on the development and maintenance of state-owned and community-based tourism assets to protect the supply-side and improve the quality of tourist attractions. State-owned assets are often the core of tourism supply that provides an impetus for private sector developments. The infrastructure programme for state-owned and community-based tourism assets is being rolled-out as part of both protecting tourism assets and core infrastructure as well as supporting inclusive economic participation through creating diverse community-owned products and geographic spread.

Under this Pillar, the following priorities will be implemented:

- Infrastructure maintenance and beautification programme in provinces; and
- Monitoring of implementation of Community-Based Tourism Projects.

9.2 Theme 2: Re-Ignite Demand

9.2.1 Strategic Intervention 3: Stimulate Domestic Demand through Targeted Initiatives and Campaigns

Domestic tourism as the backbone and an essential contributor to the growth of the tourism economy, was key in driving the tourism recovery effort. Its importance in growing the tourism economy can therefore not be overemphasised. Stimulating domestic demand will entail the roll out of domestic deal-driven campaigns coinciding with the various tourism peak periods. Furthermore, a domestic business events campaign will be implemented. Implementation of measures put in place to support villages, townships and small towns in hosting national events as part of ensuring an inclusive and sustainable recovery and growth will also continue to be a priority.

Furthermore, the Budget Resort Network (BRN) and Brand provides a variety of affordable, quality products and services to underserved/budget conscious domestic and international tourists. The BRN is envisaged to be implemented from 2023/24-onwards through an Entity responsible for building and managing the brand. This process requires substantial investment over long periods, but with proper scale of operationalisation at minimal cost. The BRN concept will be piloted, which include conducting conditional assessments, establishment of the Project

Implementation Committee, Social Compact, finalising implementation documents, product preparation, and subsequently implemented to encourage the expanded use of underutilised tourism facilities.

9.2.2 Strategic Intervention 4: Execute a Global Marketing Programme to Reignite International Demand

While it was predicted that international travel may only return in any large scale in 2023 or later, work will be undertaken to re-ignite international demand, targeted mainly at highest potential source markets and to reposition the destination brand.

This will include the implementation of regional and international tourism marketing campaigns as well as a global business events campaign. Among others, these campaigns will seek to counter the negative messages that led to SA being put in the Red List by various markets during the height of the COVID-19 pandemic. These will drive the message that the country is a brand that provides a safe tourist experience that can deliver on the expected quality for international and domestic tourists through the implementation of norms and standards for safe operations in the sector and higher quality certification of products through the grading system.

South Africa is a notable global competitor and an attractive destination for events. It has experienced the benefits of hosting a number of large events over the last few years. In addition to the economic spin-offs, the hosting of major events became an effective tool to help promote, position, and brand the destination. According to the 2022 International Congress and Convention Association (ICCA) Country and City Rankings publication, SA ranked 41, with the hosting of 55 meetings in-person in respect of the worldwide ranking on the number of meetings per country. The USA topped the country rankings with 690 meetings, followed by Spain and Italy at 528 and 522 respectively.

In terms of worldwide ranking on the number of meetings per city. The City of Cape Town ranked 63, having hosted 30 meetings in person in 2022. Vienna (Austria) ranked number one with the hosting of 162 meetings, followed by Lisbon (Portugal) in second place at 144 and Paris (France) in third at 134. The rankings primarily focused on actual meetings (in-person and hybrid) as this was the main driver of the tourism industry when it comes to knowledge sharing, human interaction and economic impact.

Therefore, the sector will continue to build a bidding pipeline for attracting and hosting future local and international conferences and mega events will continue.

9.3 Theme 3: Strengthening Enabling Capability

9.3.1 Strategic Intervention 5: Strengthen the Supply-Side through Resource Mobilisation and Investment Facilitation

Strengthening the supply side, including through attracting new investments into the sector, and implementation of tourism incentives is important for the long-term sustainability and resilience of the sector. As part of strengthening supply, the following specific interventions will be undertaken:

- Establishment of a Support Hub to provide non-financial support to tourism business;
- Investment promotion to attract new investments into the sector;
- Implementing the Tourism Equity Fund to strengthen transformation and thus the sustainability and resilience of the sector;
- Implementing the Green Tourism Incentive Programme (GTIP) to ensure a green recovery and growth; and
- Accelerating the grading of establishments as part of facilitating their expanded utilisation.

9.3.2 Strategic Intervention 6: Tourism Regional Integration

South Africa and its neighbours are seen as a highly desirable must visit destination in a number of source markets. A significant portion of overseas arrivals in South Africa, include onward visits to neighbouring countries. Though regional travel forms an integral interim phase of recovery between domestic and full international tourism activity, it remains key in growing the region as a whole and should be pursued.

To strengthen tourism regional integration, the implementation of the SADC Tourism Programme will be prioritised. This will facilitate inter-industry collaboration on marketing within the region. It will also help with the synchronisation of industry norms and standards for safe operation with a view to promote safe and seamless travel within the region.

9.3.3 Strategic Intervention 7: Create an Enabling Policy Environment to Provide Enhanced Support for Sector Growth and Development

A tourism policy review process is undertaken to create an enabling environment for the sector's growth and development. A key focus of this policy review process is on the broader instruments that support tourism investment. These measures must address the risk factors in tourism development, especially when new destinations and new markets are involved.

Furthermore, monitoring of the regulatory environment for tourism businesses especially SMMEs and development of alleviation programmes working with relevant authorities at all levels should to be an ongoing process.

9.4 Enablers Interventions and Key Actions

The successful implementation of the Masterplan will, in part, depend on a set of enablers whose implementation is beyond the Department of Tourism and the tourism industry in general. The Department of Tourism will continue to work in collaboration with entities responsible for the enablers to ensure the implementation of the Plan. Hereunder are specific enablers identified in the Plan as well as the activities linked to them, their timeframes for implementation and the lines of accountability.

9.4.1 Enabler 1: Form Targeted Partnerships between Industry and Government

A Social Compact aims to establish a collaborative framework that outlines distinct roles and responsibilities for the effective execution of the comprehensive Tourism Sector Masterplan. By defining these clear roles, a coordinated effort towards achieving the envisioned goals can be guaranteed. Furthermore, signing a Social Compact, can harness partnerships on implementation of norms of standards, joint marketing campaigns to improve the country's brand and others.

9.4.2 Enabler 2: Partner with Relevant Departments to Ensure Improved Travel Facilitation through Implementation of E-Visas, Tourist Safety and Quicker Turnaround Times in the Processing of Tour Operators' Licences

Implementation of the e-visa system, which would streamline the visa and entrance procedures, as well as the development of visa-free entry agreements to include more source markets, are all crucial.

Improved safety and security, which is typically the top barrier to tourist conversion, is an essential component of improved destination value proposition, as are seamless visa and immigration processes. In order to directly increase tourist volumes measures should be put in place to ensure targeted tourism hotspots monitoring. Furthermore, improvements in respect of tour operator licenses applications and issuance as well as stimulation of air access are key.

The Department of Tourism and industry has already partnered and implementing various actions or interventions, especially those beyond the mandate of the

Department in partnership with various government departments and entities. Work under this enabler will therefore continue with priority on the following:

- Partner with SAPS to proactively and effectively develop and implement initiatives to support tourist safety;
- Monitor and support the implementation of the E-visa system to more markets including improvements in processing turn-around times;
- Introduce and implement technologies for ease of passenger processing at all ports of entry;
- Implement systems and processes to ensure improvements in turn-around times in the issuance of tour operating licenses;
- Addition of airlift capacity for strategic international and domestic routes based on market demand, including expansions where necessary; and
- Improve aviation licensing and turn-around times.

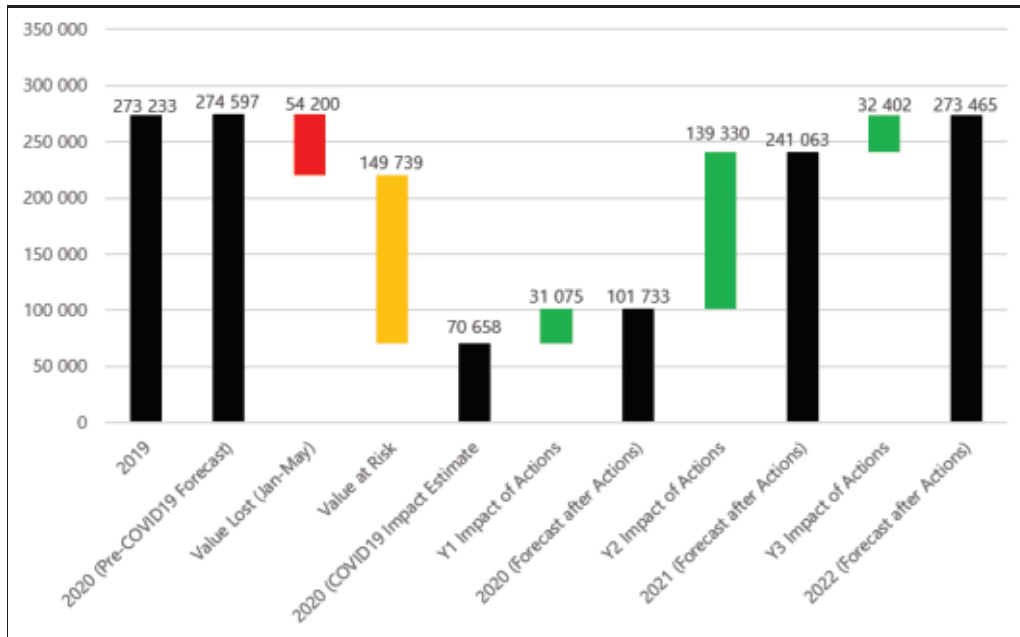
9.4.3 Enabler 3: Stimulate demand through government consumption

- Encourage utilisation of commercial venues for conferences and meetings by organs of state.

10. IMPACT OF THE INTERVENTIONS

The impact of the interventions that will cut across the three strategic themes of the Plan are anticipated to preserve significant value and employment in the tourism sector; provide the basis for stimulating tourism supply, structurally increase both domestic and inbound tourism demand, and thus impact meaningfully on the overall economic reconstruction and recovery effort, as outlined in the ERRP.

These interventions are expected to preserve R 189 billion of value, help the sector to recover to its 2019 output and employment levels by 2023, as well as position the sector for long-term sustainable growth. Furthermore, implementation of the Plan is expected to reduce the impact of the COVID-19 crisis on employment by 125 000 jobs. Figure 20 illustrates the overall impact of the interventions as was outlined in the TSRP.

Figure 20: Overall Impact of the Interventions

The following WTTC macro-economic indicators are utilised to measure performance of the sector:

- Increase direct contribution to GDP;
- Increase total (direct and indirect) contribution to GDP;
- Increase the number of direct jobs supported by the sector;
- Increase the number of total (direct and indirect) jobs supported by the sector;
- Increase tourism export earnings; and
- Increase in capital investment.

Whilst the above indicators are useful in terms of understanding the contribution of the tourism economy to the overall economy, direct tourism performance measures are needed on an ongoing basis to more precisely measure performance. Critical measures of performance against goals for SA include:

- Growth in the number of overseas tourist arrivals and increase in their direct spend;
- Growth in the number of regional (African) tourist arrivals, and increase in their direct spend;
- Growth in domestic tourist trips and increase in their direct spend.

The Medium-Term Strategic Framework (MTSF) 2019-2024 developed as the framework for the implementation of the Seven Apex Priorities also set out the following targets for the tourism sector:

Table 6: Implementation Framework: A Better South Africa

2024 IMPACT: INCREASED FOREIGN DIRECT INVESTMENT; GROWTH IN THE TOURISM SECTOR BY 4% PER YEAR								
Outcomes	Indicator	Baseline	Target	Interventions	Indicators	Baseline	Targets	Lead and contributing Department
Growth in tourism sector resulting in economic growth	Percentage growth in tourism sector as a share of GDP	8.9% of GDP total (2018) and 8% growth since 2014 tourist arrivals	9.9% of GDP total (2018)	Develop and implement a destination brand strategy to promote South Africa as a preferred tourism destination	Brand Strength Index	38.8	44.7	Lead: DIRCO and Department of Tourism (DT) Contributing: Brand South Africa
	Percentage increase in the value of international tourist spend	R120 billion	Increase the value of international tourist spends with 4% each year	Promote South Africa as a preferred tourism destination	Percentage increase in the value of international tourist spend	R120 billion	Increase the value of international tourist spend by 4% annually	Lead: Tourism
					10.23 million international tourists in 2019		6% annually by 2024	Lead: Tourism

Source: Revised Medium- Term Strategic Framework (MTSF), 2019-2024

Whilst the above MTSF targets should be noted, it should be acknowledged that the COVID- 19 pandemic has had a profound effect on tourism performance. This was experienced when tourism was on a positive growth trajectory hence the above set targets. Therefore, the new realities necessitate the re-assessment of the targets. The WTTC is also in the process of revising the macro economic targets accordingly.

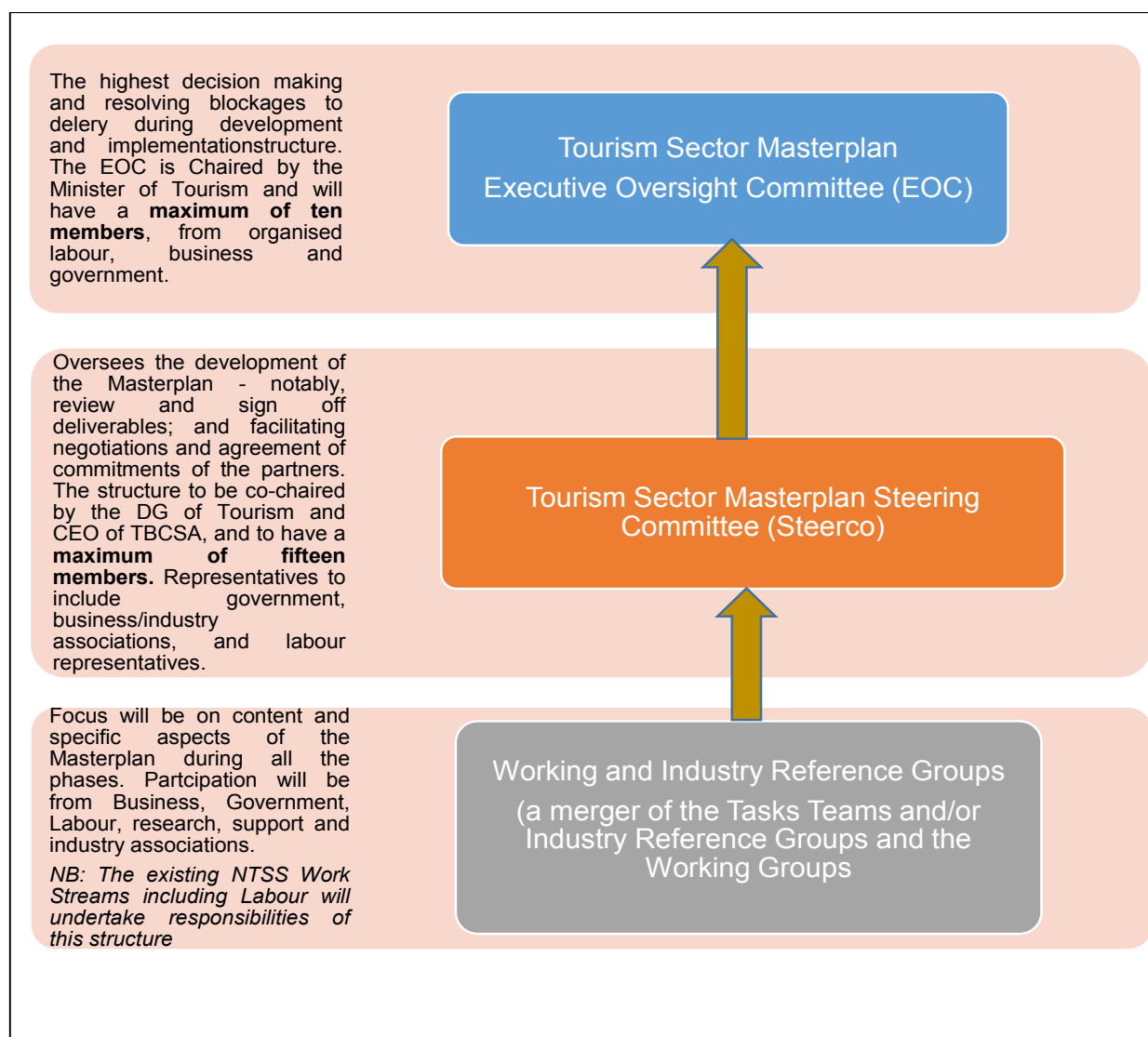
11. RESOURCING THE TOURISM SECTOR MASTERPLAN

Resourcing the Tourism Sector Masterplan requires collaboration and commitment from all social partners especially government and private sector. The complexity of the sector as outlined above and further demonstrated in some of the actions under enablers, implies that there are many public sector departments and entities who

provide some form of support to the tourism sector. It is therefore expected that all social partners ensure full resourcing of actions that fall within their mandates.

12. SECTION C: INSTITUTIONAL AND GOVERNANCE RESPONSIBILITIES

The successful implementation of this Tourism Sector Masterplan is dependent on the commitment of all stakeholders to adopt an integrated approach in implementing the identified strategic interventions and actions. This requires sound and effective governance structures and processes that manage and support tourism. Figure 21 outlines platforms to be used to facilitate the Tourism Sector Masterplan process, as generally guided by the broader Department of Trade, Industry and Competition (DTIC) process and the same platforms will serve as implementation, monitoring and reporting mechanisms.

Figure 21: Tourism Sector Masterplan Governance Platforms

The roles and responsibilities of various stakeholders during the implementation and reporting phases are outlined in the table below:

Table 7: Roles and Responsibilities of Key Stakeholders in Implementing the Masterplan

Key Stakeholder/Institution	Role
Department of Tourism	Lead implementation process together social partners, coordinate and influence the policy and regulatory environment, facilitate tourism investment
South African Tourism	Lead partner in destination marketing of South Africa as a key destination
Tourism Business Council of South Africa	Partner in implementation, especially in advocating the attracting of investment into the sector
Provinces, districts and municipalities/cities/metros	Support implementation at their respective levels since tourism happens within local spaces
Labour	Labour's support to the process is critical, since tourism is everyone's business
Tourism products	Support implementation by seizing opportunities created by the Masterplan to grow the sector
Other support government departments/institutions	Support the implementation process

13. MONITORING, EVALUATION AND REPORTING

The Department will lead, support activities, monitor, evaluate and report on the implementation of the Tourism Sector Masterplan through the relevant governance platforms as outlined above.

14. CONCLUSION

The socio-economic costs of the COVID-19 pandemic will last for years to come as tourism has been amongst the hardest hit sectors. However, this Tourism Sector Masterplan represents a shared action plan for a new growth trajectory to inclusive tourism growth, which will deliver significant economic development to the country. Tourism revival in SA is critical, not just for the jobs and businesses that it supports, but for its interconnectedness and ability to be a catalyst for a broader economic growth.

There are a number of factors, namely, the currency weakness, varied destination assets, relative 'safety' in the face global terrorist threats, the relatively diverse markets already attracted and huge market potential that exists that bode well for

tourism's prospects. This potential must be realised through concerted and joint efforts.

South Africa's tourism potential is vast and is yet to be fully unlocked. While the COVID-19 crisis has been catastrophic, tourism's long-term growth potential and overall impact on the South African economy is undiminished. It is envisaged that this Plan will unlock the sector's long-term growth potential and expand the its overall contribution to the South African economy.

15. IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK / PLAN

Table 8: Implementation, Monitoring and Reporting Framework / Plan

ACTIVITY	LEAD DEPARTMENTS/ AGENCIES	SUPPORTING DEPARTMENTS/ AGENCIES	INDICATORS	TIME FRAME	FUNDING SOURCES
SI 1: Implement Norms and Standards for safe operations across the value chain to enable safe travel and rebuild consumer confidence					
Implement and monitor compliance with the gazette/published norms and standards for safe operations across the sector	<ul style="list-style-type: none"> Department of Tourism (DT) 	<ul style="list-style-type: none"> Provincial Tourism Departments Municipalities Tourism establishments Tourism Associations 	Norms and Standard gazetted, published and compliance monitored.	2022/23 – 2025/26	DT
Integration of norms and standards for safe operations into training programmes	<ul style="list-style-type: none"> DT 	<ul style="list-style-type: none"> Tourism Associations 	Norms and standards for safe operations integrated into the following programmes: 1. Chef's Programme 2. Wine Service Programme 3. Food Safety Quality Assurer's	2021/22–2023/24	DT

ACTIVITY	LEAD DEPARTMENTS/ AGENCIES	SUPPORTING DEPARTMENTS/ AGENCIES	INDICATORS	TIME FRAME	FUNDING SOURCES
			4. Hospitality Youth Programme (HYP) 5. Food and Beverage Programme		
Training of SMMEs on norms and standards for safe operations and to build resilience of the sector	<ul style="list-style-type: none"> DT 	<ul style="list-style-type: none"> Tourism Associations 	Training programme targeting SMMEs in villages, townships and small towns (dorpias) to facilitate implementation of norms and standards rolled out in all nine provinces	2021/22 – 2025/26	DT
Implement the approved Tourism Crisis Management Strategy (TCMS)	<ul style="list-style-type: none"> DT 	<ul style="list-style-type: none"> National, Provincial and Local Tourism Crisis Management Committee National Disaster Management Centre Department of Cooperative 	Tourism Crisis Management Strategy (TCMS) implemented	2024/25 – 2025/26	DT

ACTIVITY	LEAD DEPARTMENTS/ AGENCIES	SUPPORTING DEPARTMENTS/ AGENCIES	INDICATORS	TIME FRAME	FUNDING SOURCES
SI 2: Stimulate Domestic Demand through Targeted Initiatives and Campaigns					
Develop and implement domestic tourism campaigns annually	<ul style="list-style-type: none"> South African Tourism (SA Tourism) 	<ul style="list-style-type: none"> Provincial Tourism Authorities Trade Partners 	Domestic tourism seasonal campaigns implemented	2021/22–2025/26	SA Tourism
Develop and implement a campaign to encourage domestic business events	<ul style="list-style-type: none"> SA Tourism – South African Conventions Bureau (SANCB) 	<ul style="list-style-type: none"> Provincial Tourism Authorities Provincial Local/Cities Convention Bureaus 	Number of domestic business campaigns implemented	2021/22 – 2025/26	SA Tourism
Develop and implement a domestic B2B brand campaign	<ul style="list-style-type: none"> SA Tourism – SANCB 	<ul style="list-style-type: none"> Provincial Tourism Authorities Provincial Local/Cities Convention Bureaus 	Domestic B2B campaign implemented	2021/22 – 2025/26	SA Tourism

ACTIVITY	LEAD DEPARTMENTS/ AGENCIES	SUPPORTING DEPARTMENTS/ AGENCIES	INDICATORS	TIME FRAME	FUNDING SOURCES
Host national events in Villages, Townships and Small Towns/Dorpias (VTSDs) to ensure geographic spread	<ul style="list-style-type: none"> • SANCb • DT 	<ul style="list-style-type: none"> • Provincial Tourism Authorities • Provincial Local/Cities Convention Bureaus • Tourism Associations 	Number of business events hosted in VTSDs	2021/22 – 2025/26	SA Tourism
Develop, pilot and implement the Budget Resort Network (BRN) and brand concept	<ul style="list-style-type: none"> • DT 	<ul style="list-style-type: none"> • SA Tourism • Tourism Product Owners • National, Provincial and local public and private stakeholders • Local communities 	BRN and brand concept developed, piloted and implemented	2021/22 – 2025/26	DT
SI 3: Strengthen the supply-side through resource mobilisation and investment facilitation					
Establish a Support Hub to provide non-financial support to tourism businesses	<ul style="list-style-type: none"> • DT 	<ul style="list-style-type: none"> • Product Owners • Investors/Funders • Provinces 	Facility for non-financial support to increase the resilience of SMMEs established and launched	2021/22 – 2023/24	DT

ACTIVITY	LEAD DEPARTMENTS/ AGENCIES	SUPPORTING DEPARTMENTS/ AGENCIES	INDICATORS	TIME FRAME	FUNDING SOURCES
Development and implementation of mechanisms to unlock the implementation of the Tourism Equity Fund (TEF) to ensure black ownership within the confines of the law	<ul style="list-style-type: none"> Small Enterprise Finance Agency (SEFA) 	<ul style="list-style-type: none"> DT Banks/private sector Department of Small Business Development 	Number of TEF applications that were approved	2023/24 – 2024/25	DT
Implement the Green Tourism Incentive Programme (GTIP)	<ul style="list-style-type: none"> DT 	<ul style="list-style-type: none"> Industrial Development Cooperation (IDC) Tourism establishments 	Number of GTIP applications that were approved	2021/22 – 2025/26	DT
Accelerate the grading of establishments	<ul style="list-style-type: none"> SA Tourism 	<ul style="list-style-type: none"> SA Tourism - Tourism Grading Council of South Africa (TGCSA) 	Increase in the number of quality assured establishments	2021/22 – 2025/26	SA Tourism
SI 4: Support for the protection of core tourism infrastructure and assets					
Infrastructure maintenance and development in state owned and community-based tourism sites	<ul style="list-style-type: none"> DT 	<ul style="list-style-type: none"> Management Authorities 	Infrastructure maintenance programmes/projects implemented in 1) National Parks	2021/22 – 2023/24	DT

ACTIVITY	LEAD DEPARTMENTS/ AGENCIES	SUPPORTING DEPARTMENTS/ AGENCIES	INDICATORS	TIME FRAME	FUNDING SOURCES
		<ul style="list-style-type: none"> National, Provincial and local government Private sector including local communities 	2) Provincial State-Owned Attractions.		
			Infrastructure maintenance programmes/projects for state owned tourism assets in each Province and in municipalities supported	2021/22 – 2023/24	DT
			Community-based Tourism Projects supported	2021/22 – 2023/24	DT
Infrastructure maintenance beautification programme implemented in five provinces: <ul style="list-style-type: none"> Mpumalanga Limpopo Eastern Cape Free State and	<ul style="list-style-type: none"> DT 	<ul style="list-style-type: none"> National, Provincial and local government Private sector including local communities 	Destination enhancement and route development projects implemented to diversify tourism offerings and enhance visitor experience in	2023/24	DT

ACTIVITY	LEAD DEPARTMENTS/ AGENCIES	SUPPORTING DEPARTMENTS/ AGENCIES	INDICATORS	TIME FRAME	FUNDING SOURCES
<ul style="list-style-type: none"> Western Cape 			identified priority areas.		
Infrastructure and maintenance beautification programme implemented in five provinces: <ul style="list-style-type: none"> KwaZulu-Natal Gauteng Eastern Cape North West Northern Cape 	<ul style="list-style-type: none"> DT 	<ul style="list-style-type: none"> Provincial and local public and private stakeholders including local communities 	Destination enhancement and route development projects to diversify tourism offerings and enhance visitor experience in identified priority areas implemented	2024/25	DT
Monitor implementation of the following Community-Based Tourism Projects: <ul style="list-style-type: none"> Tshahogwe Game Farm; Mtiti Game Farm; Mapate Recreational Social Tourism Facility; Matsila Lodge; Oaks; Ngove; Tisane; Royal khalanga; Vhatsonga; Nandoni Dam; 	<ul style="list-style-type: none"> DT 	<ul style="list-style-type: none"> Provincial and local public and private stakeholders including local communities 	Destination enhancement and route development projects to diversify tourism offerings and enhance visitor experience in identified priority areas implemented	2023/24 – 2024/25	DT

ACTIVITY	LEAD DEPARTMENTS/ AGENCIES	SUPPORTING DEPARTMENTS/ AGENCIES	INDICATORS	TIME FRAME	FUNDING SOURCES
<ul style="list-style-type: none"> • Phiphidi Waterfall; • Maluti Hiking and Horse Trail; • Mthonsi Lodge; • Qatywa Eco Tourism Development; • Chalets at Nyandeni Great Place; • Western Thembuland; • QwaQwa Guesthouse; • Infrastructure through Mononstha; • Vredefort Dome; • Isibhubhu project; • Muzi Pan Canoeing; • Numbi Gate: Nkambeni Tourism project; • Numbi Gate: Mdluli Tourism project; • Lotlamoeng Dam; • Manyane Lodge • Lehurutshe Bird and Trophy Hunting; • Platfontein Lodge; • Kamiesberg Tourism Development; and • McGregor Museum 					

ACTIVITY	LEAD DEPARTMENTS/ AGENCIES	SUPPORTING DEPARTMENTS/ AGENCIES	INDICATORS	TIME FRAME	FUNDING SOURCES
SI 5: Execute a global marketing programme to reignite international demand					
Confirm and implement brand management protocol	<ul style="list-style-type: none"> Government Communication and Information System (GCIS) Brand South Africa (Brand SA) SA Tourism 	<ul style="list-style-type: none"> DT Department of International Relations and Cooperation (DIRCO) Provincial Marketing Agencies 	Brand management protocol confirmed and implemented	2023/24 – 2025/26	SA Tourism
Develop and implement a regional marketing campaign	<ul style="list-style-type: none"> SA Tourism 	<ul style="list-style-type: none"> Provincial Marketing Agencies 	Regional tourism campaigns implemented Increase in the number of tourists from the Continent/Region	2023/24 – 2025/26	SA Tourism
Develop and implement a global marketing campaign targeted at high value source markets	<ul style="list-style-type: none"> SA Tourism 	<ul style="list-style-type: none"> Provincial Marketing Agencies 	Global marketing campaign targeted at high value source markets implemented and increase in the	2021/22 – 2025/26	SA Tourism

ACTIVITY	LEAD DEPARTMENTS/ AGENCIES	SUPPORTING DEPARTMENTS/ AGENCIES	INDICATORS	TIME FRAME	FUNDING SOURCES
			number of international tourists		
Develop and implement a global business events campaign	<ul style="list-style-type: none"> SA Tourism 	<ul style="list-style-type: none"> Provincial Marketing Agencies 	Global business events campaign implemented Increase in the number of business events hosted in SA	2021/22 – 2025/26	SA Tourism
Bids to support international business events	<ul style="list-style-type: none"> SA Tourism 	<ul style="list-style-type: none"> Provincial Tourism Agencies 	Number of international bid submissions Increase in the number of events hosted in SA	2021/22 – 2025/26	SA Tourism
SI 6: Tourism regional integration					
Implementation of the SADC Tourism Programme	<ul style="list-style-type: none"> DT 	<ul style="list-style-type: none"> SA Tourism TBCSA DFFE 	Industry Marketing collaboration with regional counterparts Harmonisation of industry biosafety protocols	2021/22 – 2025/26	SA Tourism Industry / Private Sector

ACTIVITY	LEAD DEPARTMENTS/ AGENCIES	SUPPORTING DEPARTMENTS/ AGENCIES	INDICATORS	TIME FRAME	FUNDING SOURCES
			Contribute to the implementation of the SADC Tourism Programme	2022/23 – 2025/26	DT
SI 7: Create an enabling policy environment to provide enhanced support for sector growth and development					
Review of tourism policy	<ul style="list-style-type: none"> DT 	<ul style="list-style-type: none"> Other relevant Departments Private sector 	Tourism policy reviewed New White Paper published and gazetted	2021/22 – 2023/24	DT
Monitor the regulatory environment for tourism businesses especially for Small, Medium and Macro Enterprises (SMMEs) and develop alleviation programmes working with relevant authorities	<ul style="list-style-type: none"> DT 	<ul style="list-style-type: none"> Department of Small Business Development (DSBD) Other relevant Departments Provincial and local government Private sector 	Red tape issues identified for development of alleviation programmes working with relevant authorities	2023/24 – 2025/26	DT

ENABLERS FOR GROWTH IMPLEMENTATION PLAN

ACTIVITY	LEAD DEPARTMENTS/AGENCIES	SUPPORTING DEPARTMENTS AGENCIES	INDICATORS	TIME FRAME	FUNDING SOURCES
E1: Form targeted, strategic partnerships between government and industry					
Embed Implementation of norms and standards and protocols for safe operation in the social compact	<ul style="list-style-type: none"> DT 	<ul style="list-style-type: none"> Provinces Local Government SA Tourism TBCSA Tourism Associations 	Social Compact to facilitate industry-wide implementation concluded with clear roles and responsibilities of social partners	2021/22 – 2025/26	DT
Design and implement joint domestic and international campaigns	<ul style="list-style-type: none"> SA Tourism 	<ul style="list-style-type: none"> DT Provinces TBCSA 	Joint domestic and international campaigns implemented	2021/22 – 2023/24	SA Tourism
E2: Partner with relevant departments to ensure improved travel facilitation through implementation of e-visas, tourist safety, airlift capacity and quicker turnaround times in the processing of tour operator licences					
Partner with SAPS to proactively develop initiatives to support	<ul style="list-style-type: none"> DT 	<ul style="list-style-type: none"> South African Police Services (SAPS) 	Tourism Safety Strategy implemented	2021/22–2025/26	DT

ACTIVITY	LEAD DEPARTMENTS/AGENCIES	SUPPORTING DEPARTMENTS AGENCIES	INDICATORS	TIME FRAME	FUNDING SOURCES
tourist safety including: <ul style="list-style-type: none"> • Tourism-supportive policing solutions; • Repurposed crisis response tactics (visible, targeted policing); and • A platform to enable visitors to monitor location-specific risks and report incidents. 		<ul style="list-style-type: none"> • TBCSA • Provinces • Communities 			
Monitor and support implementation of the E-visa system to more markets including improvements in processing turn-around times	<ul style="list-style-type: none"> • Department of Home Affairs (DHA) 	<ul style="list-style-type: none"> • DT • SA Tourism • TBCSA 	Improved travel facilitation through implementation of e-Visa in targeted tourism markets Improvement in e-Visa	2021/22 – 2025/26	DHA

ACTIVITY	LEAD DEPARTMENTS/AGENCIES	SUPPORTING DEPARTMENTS AGENCIES	INDICATORS	TIME FRAME	FUNDING SOURCES
			applications processing turn - around times.		
Monitor and highlight any visa processing related challenges within priority markets for timeous response	<ul style="list-style-type: none"> DHA 	<ul style="list-style-type: none"> SA Tourism (country offices/Hubs) TBCSA 	Visa processing related challenges within priority markets identified for timeous response	2023/24 – 2025/26	DHA
Continuous improvement and implementation of technologies for ease of passenger processing at ports of entry	<ul style="list-style-type: none"> DHA 	<ul style="list-style-type: none"> ACSA Border Management Authority (BMA) 	<p>Ease of travel through South Africa's ports of entry improved</p> <p>Continued participation on One Border Post forums to contribute to efforts to ease access in SA's land border ports</p>	2021/22 – 2025/26	DHA

ACTIVITY	LEAD DEPARTMENTS/AGENCIES	SUPPORTING DEPARTMENTS AGENCIES	INDICATORS	TIME FRAME	FUNDING SOURCES
<p>Implement systems improvements (including automation) to ensure seamless processing and turn-around times in the issuing of tour operating licences</p> <ul style="list-style-type: none"> • Consultation on the Standard Operating Procedure (SOP) for Provincial Regulatory Entities and the National Public Transport Regulator (NPTR) aimed at standardising processes and procedures for Operating Licenses • Implementation of the SOPs • Review and implement 	<ul style="list-style-type: none"> • Department of Transport (DoT) 	<ul style="list-style-type: none"> • DT • TBCSA 	<p>Functional licensing system</p> <p>Improved turn-around times and efficiencies in the processing of applications of operating licenses of tour operators</p>	<p>2023/24</p> <p>2024/25</p> <p>2024/25</p>	DoT

ACTIVITY	LEAD DEPARTMENTS/AGENCIES	SUPPORTING DEPARTMENTS AGENCIES	INDICATORS	TIME FRAME	FUNDING SOURCES
requirements for lodging applications and the National Land Transport Information System (NLTIS) used to process applications					
Build capacity for strategic international and domestic routes based on market demand, including expansions where necessary	<ul style="list-style-type: none"> DoT Airports Company of South Africa (ACSA) 	<ul style="list-style-type: none"> DT SA Tourism Airlines Provincial Air Access Structures 	Adequate airlift capacity for tourism markets - Increase in the number of airlines flying to South Africa	2021/22–2025/26	DoT
Implementation/review of the National Airlift Strategy <ul style="list-style-type: none"> Initiate Cabinet approval processes for a revised National Civil Aviation Policy Implementation of the amended 	<ul style="list-style-type: none"> DoT 	<ul style="list-style-type: none"> DT SA Tourism Airlines Provincial Air Access Structures 	National Airlift Strategy implemented	2023/24–2024/25 2025/26	DoT

ACTIVITY	LEAD DEPARTMENTS/AGENCIES	SUPPORTING DEPARTMENTS AGENCIES	INDICATORS	TIME FRAME	FUNDING SOURCES
National Civil Aviation Policy					
Analysis of critical roads to access tourism deteriorated areas	<ul style="list-style-type: none"> DT DoT South African National Roads Agency Limited (SANRAL) 	<ul style="list-style-type: none"> TBCSA Provinces Local Government including cities and Metros 	Road improvement programme and funding plan implemented	2023/24 - 2025/26	DT
Rehabilitation of the identified key roads			Identified key roads rehabilitated		DoT
Ensure appropriate tourism signage	<ul style="list-style-type: none"> DoT SANRAL 	<ul style="list-style-type: none"> DT Provinces Local Government 	Appropriate tourism signage implemented	2025/26	DT
E4: Stimulate domestic demand through Government Consumption expenditure					
Encourage utilisation of commercial venues for conferences and meetings by organs of state to stimulate demand in business events	<ul style="list-style-type: none"> All organs of state 	<ul style="list-style-type: none"> All 	Growth of the MICE industry - Increase in the number of venues procured for MICE	2023/24 – 2025/26	All