

Tourism

Budget summary

| R million | 2025/26 | | | | 2026/27 | 2027/28 |
|--|-----------------------------|-------------------------|-----------------------------|----------------|----------------|----------------|
| | Current payments | Transfers and subsidies | Payments for capital assets | Total | Total | Total |
| MTEF allocation | | | | | | |
| Administration | 358.9 | 0.2 | 5.1 | 364.2 | 387.5 | 405.2 |
| Tourism Research, Policy and International Relations | 100.5 | 1 307.2 | 0.3 | 1 408.0 | 1 462.9 | 1 529.0 |
| Destination Development | 226.2 | – | 104.9 | 331.1 | 347.3 | 362.9 |
| Tourism Sector Support Services | 149.7 | 181.9 | 0.1 | 331.6 | 350.1 | 365.8 |
| Total expenditure estimates | 835.2 | 1 489.3 | 110.4 | 2 434.9 | 2 547.8 | 2 663.0 |
| Executive authority | Minister of Tourism | | | | | |
| Accounting officer | Director-General of Tourism | | | | | |
| Website | www.tourism.gov.za | | | | | |

The Estimates of National Expenditure is available at www.treasury.gov.za. Additional tables in Excel format can be found at www.treasury.gov.za and www.vulekamali.gov.za.

Vote purpose

Promote and support the growth and development of an equitable, competitive and sustainable tourism sector, enhancing its contribution to national priorities.

Mandate

The mandate of the Department of Tourism, as outlined in the Tourism Act (2014), is to promote the growth and development of the tourism sector; promote quality tourism products and services; provide for the effective domestic and international marketing of South Africa as a tourist destination; enhance cooperation and coordination between all spheres of government in developing and managing tourism; and promote responsible tourism for the benefit of South Africa and for the enjoyment of all its residents and foreign visitors.

In recognition of tourism as a national priority with the potential to contribute significantly to economic development, the 2024 White Paper on the Development and Promotion of Tourism in South Africa provides for the promotion of domestic and international tourism. The national tourism sector strategy provides a blueprint for the sector to meet the National Development Plan's growth targets.

Selected performance indicators

Table 38.1: Performance indicators by programme and related outcome

| Indicator | Programme | MTDP outcome | Audited performance | | | Estimated performance | MTEF targets | | |
|---|--|--|---------------------|---------|---------|-----------------------|--------------|---------|---------|
| | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
| Number of monitoring and evaluation reports developed per year | Tourism Research, Policy and International Relations | Outcome 1: Increased employment and work opportunities | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Number of work opportunities created through the Working for Tourism programme per year | Destination Development | | 3 682 | 4 104 | 4 133 | 5 820 | 1 400 | 1 400 | 1 400 |
| Number of initiatives implemented to support tourism SMMEs per year | Tourism Sector Support Services | | 1 | 1 | 1 | 1 | 4 | 4 | 4 |
| Number of capacity-building programmes implemented per year | Tourism Sector Support Services | | 10 | 4 | 5 | 5 | 2 | 2 | 2 |

Expenditure overview

Over the medium term, the department will continue its efforts to protect and reignite the demand for tourism in South Africa. This is part of its ongoing work to ensure that the sector realises its potential in contributing to economic growth. To achieve this, it intends to focus on enhancing and maintaining core tourism assets and infrastructure while creating work opportunities, including by supporting tourism enterprises owned by historically disadvantaged individuals; and enhancing growth and development in the sector through various incentives.

Expenditure is set to increase at an average annual rate of 3.8 per cent, from R2.4 billion in 2024/25 to R2.7 billion in 2027/28. An estimated 53.4 per cent (R4.1 billion) of these funds is set aside for transfers and subsidies to South African Tourism for its operations and to promote South Africa as a top domestic and international destination for business and leisure travel.

Enhancing and maintaining core tourism assets and creating work opportunities

The *Working for Tourism* subprogramme in the *Destination Development* programme is a component of the expanded public works programme, which provides funding for infrastructure projects and skill-building initiatives. Activities carried out through the subprogramme involve enhancing and developing tourism infrastructure through employing labour-intensive methods aimed at benefiting unemployed women, young people and people with disabilities, and small, medium and micro enterprises (SMMEs). This will be given effect by continuing to carry out multiyear spatial planning and infrastructure projects that boost township and rural economies, and by providing non-financial assistance through offering skills development programmes. As such, over the next 3 years, the department aims to generate an estimated 4 200 job opportunities through the expanded public works programme. This will not only support growth in the tourism sector, but ensure that communities, particularly those near important landmarks and attractions in rural areas, benefit from them. A key project to be undertaken over the period ahead is the improvement of facilities at the Robben Island Museum, which is a world heritage site.

Expenditure for these activities is within the *Working for Tourism* subprogramme's allocation of R806.3 million over the medium term, representing 10.6 per cent of the department's total budget.

Enhancing growth and development in the sector

Funding through the *Tourism Incentive Programme* subprogramme in the *Tourism Sector Support Services* programme is geared towards establishing South Africa as a destination of choice, transforming the sector and accelerating growth. Related activities are carried out through the green tourism incentive programme, the Tourism Equity Fund, the Tourism Transformation Fund, the market access support programme and the tourism grading support programme. Privately owned tourism enterprises will be encouraged to embrace responsible tourism practices by installing solutions for sustainable energy and water consumption. To this end, the *Tourism Incentive Programme* subprogramme is allocated R623.2 million over the medium term, representing 8.2 per cent of the department's budget. It is anticipated that the work done through this programme will ease the strain on the country's limited water supply and power grid, and help enterprises gradually lower their operating expenses.

Expenditure trends and estimates

Table 38.2 Vote expenditure trends by programme and economic classification¹

| Programmes | | | | | | | | | | | |
|---|-----------------|---------|---------|------------------------|-------------------------|---------------------------------|----------------------------------|---------|---------|-------------------------|---------------------------------|
| 1. Administration | | | | | | | | | | | |
| 2. Tourism Research, Policy and International Relations | | | | | | | | | | | |
| 3. Destination Development | | | | | | | | | | | |
| 4. Tourism Sector Support Services | | | | | | | | | | | |
| Programme | | | | Adjusted appropriation | Average growth rate (%) | Average: Expenditure/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expenditure/ Total (%) |
| | Audited outcome | | | | | | | | | | |
| R million | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2021/22 - 2024/25 | | 2025/26 | 2026/27 | 2027/28 | 2024/25 - 2027/28 | |
| Programme 1 | 288.5 | 323.5 | 303.1 | 359.4 | 7.6% | 13.1% | 364.2 | 387.5 | 405.2 | 4.1% | 15.1% |
| Programme 2 | 1 358.6 | 1 395.1 | 1 367.5 | 1 335.6 | -0.6% | 55.9% | 1 408.0 | 1 462.9 | 1 529.0 | 4.6% | 57.2% |
| Programme 3 | 527.2 | 411.6 | 360.0 | 367.8 | -11.3% | 17.1% | 331.1 | 347.3 | 362.9 | -0.4% | 14.1% |
| Programme 4 | 363.5 | 343.5 | 341.7 | 318.1 | -4.4% | 14.0% | 331.6 | 350.1 | 365.8 | 4.8% | 13.6% |
| Subtotal | 2 537.8 | 2 473.7 | 2 372.3 | 2 380.9 | -2.1% | 100.0% | 2 434.9 | 2 547.8 | 2 663.0 | 3.8% | 100.0% |
| Total | 2 537.8 | 2 473.7 | 2 372.3 | 2 380.9 | -2.1% | 100.0% | 2 434.9 | 2 547.8 | 2 663.0 | 3.8% | 100.0% |
| Change to 2024 | | | | – | | | (67.8) | (71.1) | (74.3) | | |
| Budget estimate | | | | | | | | | | | |
| Economic classification | | | | | | | | | | | |
| Current payments | 754.7 | 759.8 | 722.3 | 883.2 | 5.4% | 32.0% | 835.2 | 983.3 | 1 027.9 | 5.2% | 37.2% |
| Compensation of employees | 337.5 | 353.3 | 364.4 | 411.9 | 6.9% | 15.0% | 432.9 | 451.8 | 472.2 | 4.7% | 17.6% |
| Goods and services ¹ | 417.3 | 406.5 | 357.9 | 471.2 | 4.1% | 16.9% | 402.4 | 531.6 | 555.7 | 5.7% | 19.6% |
| of which: | | | | | 0.0% | 0.0% | | | | 0.0% | 0.0% |
| Communication | 24.0 | 34.5 | 22.3 | 29.8 | 7.4% | 1.1% | 19.6 | 31.4 | 32.9 | 3.4% | 1.1% |
| Agency and support/outsourced services | 79.2 | 110.2 | 71.5 | 42.0 | -19.0% | 3.1% | 69.7 | 131.1 | 137.0 | 48.3% | 3.8% |
| Operating leases | 28.3 | 29.6 | 29.8 | 40.5 | 12.7% | 1.3% | 43.2 | 45.1 | 47.0 | 5.1% | 1.8% |
| Property payments | 122.7 | 23.9 | 50.2 | 30.1 | -37.4% | 2.3% | 26.5 | 42.0 | 43.8 | 13.3% | 1.4% |
| Travel and subsistence | 29.8 | 61.7 | 48.8 | 67.7 | 31.5% | 2.1% | 74.7 | 78.4 | 82.0 | 6.6% | 3.0% |
| Training and development | 47.0 | 51.1 | 52.2 | 140.9 | 44.2% | 3.0% | 39.7 | 74.7 | 78.1 | -17.9% | 3.3% |
| Interest and rent on land | – | – | 0.0 | – | 0.0% | 0.0% | – | – | – | 0.0% | 0.0% |
| Transfers and subsidies ¹ | 1 569.3 | 1 564.7 | 1 527.0 | 1 427.6 | -3.1% | 62.4% | 1 489.3 | 1 559.3 | 1 629.7 | 4.5% | 60.9% |
| Departmental agencies and accounts | 1 562.1 | 1 424.1 | 1 501.3 | 1 248.4 | -7.2% | 58.7% | 1 305.3 | 1 364.9 | 1 426.7 | 4.6% | 53.3% |
| Foreign governments and international organisations | 2.4 | 2.2 | 2.7 | 2.8 | 4.1% | 0.1% | 2.9 | 3.0 | 3.1 | 4.5% | 0.1% |
| Public corporations and private enterprises | – | 134.7 | 18.7 | 172.1 | 0.0% | 3.3% | 176.6 | 186.5 | 194.9 | 4.2% | 7.3% |
| Non-profit institutions | 0.4 | 0.4 | 0.4 | 0.5 | 2.1% | 0.0% | 0.5 | 0.5 | 0.5 | 4.6% | 0.0% |
| Households | 4.3 | 3.2 | 3.8 | 4.0 | -2.8% | 0.2% | 4.1 | 4.3 | 4.5 | 4.6% | 0.2% |
| Payments for capital assets | 213.5 | 148.3 | 122.7 | 70.1 | -31.0% | 5.7% | 110.4 | 5.1 | 5.4 | -57.5% | 1.9% |
| Buildings and other fixed structures | 206.3 | 139.9 | 115.0 | 65.5 | -31.8% | 5.4% | 104.7 | – | – | -100.0% | 1.7% |
| Machinery and equipment | 7.2 | 7.8 | 7.7 | 4.7 | -13.4% | 0.3% | 5.7 | 5.1 | 5.4 | 4.6% | 0.2% |
| Payments for financial assets | 0.2 | 0.9 | 0.3 | – | -100.0% | 0.0% | – | – | – | 0.0% | 0.0% |
| Total | 2 537.8 | 2 473.7 | 2 372.3 | 2 380.9 | -2.1% | 100.0% | 2 434.9 | 2 547.8 | 2 663.0 | 3.8% | 100.0% |

1. Tables with expenditure trends, annual budget, adjusted appropriation and audited outcome are available at www.treasury.gov.za and www.vulekamali.gov.za.

Transfers and subsidies expenditure trends and estimates

Table 38.3 Vote transfers and subsidies trends and estimates

| | | | | Adjusted appropriation | Average growth rate (%) | Average: Expenditure/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expenditure/ Total (%) |
|-------------------------------|---------|---------|---------|------------------------|-------------------------|---------------------------------|----------------------------------|---------|---------|-------------------------|---------------------------------|
| Audited outcome | | | | | | | 2025/26 | 2026/27 | 2027/28 | | |
| R thousand | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2021/22 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2024/25 | 2027/28 |
| Households | | | | | | | | | | | |
| Social benefits | | | | | | | | | | | |
| Current | 2 929 | 1 412 | 1 837 | — | -100.0% | 0.1% | — | — | — | — | — |
| Employee social benefits | 2 929 | 1 412 | 1 837 | — | -100.0% | 0.1% | — | — | — | — | — |
| Other transfers to households | | | | | | | | | | | |
| Current | 1 380 | 1 790 | 1 935 | 3 952 | 42.0% | 0.1% | 4 129 | 4 323 | 4 518 | 4.6% | 0.3% |
| Employee social benefits | — | 10 | 10 | — | — | — | — | — | — | — | — |
| Bursaries for non-employees | 1 370 | 1 780 | 1 819 | 3 952 | 42.4% | 0.1% | 4 129 | 4 323 | 4 518 | 4.6% | 0.3% |
| Claims against the state | — | — | 7 | — | — | — | — | — | — | — | — |
| Gifts and donations | 10 | — | 99 | — | -100.0% | — | — | — | — | — | — |

Table 38.3 Vote transfers and subsidies trends and estimates (continued)

| | Audited outcome | | | Adjusted appropriation | Average growth rate (%) | Average: Expenditure/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expenditure/ Total (%) |
|--|------------------|------------------|------------------|------------------------|-------------------------|---------------------------------|----------------------------------|------------------|------------------|-------------------------|---------------------------------|
| | 2021/22 | 2022/23 | 2023/24 | | | | 2025/26 | 2026/27 | 2027/28 | | |
| R thousand | | | | 2024/25 | 2021/22 - 2024/25 | | | | | 2024/25 - 2027/28 | |
| Departmental agencies and accounts | | | | | | | | | | | |
| Departmental agencies (non-business entities) | | | | | | | | | | | |
| Current | 1 562 137 | 1 424 105 | 1 501 348 | 1 248 382 | -7.2% | 94.2% | 1 305 250 | 1 364 946 | 1 426 670 | 4.6% | 87.5% |
| Culture, Arts, Tourism, Hospitality and Sports Sector Education and Training Authority | 181 | 181 | 194 | 203 | 3.9% | — | 212 | 222 | 232 | 4.6% | — |
| South African Tourism | 1 297 038 | 1 329 206 | 1 289 739 | 1 243 555 | -1.4% | 84.7% | 1 300 207 | 1 359 666 | 1 421 151 | 4.6% | 87.2% |
| Tourism incentive programme | 258 000 | 90 430 | 206 990 | — | -100.0% | 9.1% | — | — | — | — | — |
| National tourism careers expo | 3 918 | 4 288 | 4 425 | 4 624 | 5.7% | 0.3% | 4 831 | 5 058 | 5 287 | 4.6% | 0.3% |
| Technology Innovation Agency | 3 000 | — | — | — | -100.0% | — | — | — | — | — | — |
| Public corporations and private enterprises | | | | | | | | | | | |
| Other transfers to private enterprises | | | | | | | | | | | |
| Current | — | 134 742 | 18 702 | 172 067 | — | 5.3% | 176 566 | 186 522 | 194 878 | 4.2% | 12.0% |
| Tourism incentive programme | — | 134 742 | 18 702 | 172 067 | — | 5.3% | 176 566 | 186 522 | 194 878 | 4.2% | 12.0% |
| Non-profit institutions | | | | | | | | | | | |
| Current | 431 | 443 | 439 | 459 | 2.1% | — | 480 | 503 | 526 | 4.6% | — |
| Federated Hospitality Association of South Africa | 431 | 443 | 439 | 459 | 2.1% | — | 480 | 503 | 526 | 4.6% | — |
| Foreign governments and international organisations | | | | | | | | | | | |
| Current | 2 437 | 2 238 | 2 733 | 2 750 | 4.1% | 0.2% | 2 872 | 3 005 | 3 141 | 4.5% | 0.2% |
| United Nations World Tourism Organisation | 2 437 | 2 238 | 2 733 | 2 750 | 4.1% | 0.2% | 2 872 | 3 005 | 3 141 | 4.5% | 0.2% |
| Total | 1 569 314 | 1 564 730 | 1 526 994 | 1 427 610 | -3.1% | 100.0% | 1 489 297 | 1 559 299 | 1 629 733 | 4.5% | 100.0% |

Personnel information

Table 38.4 Vote personnel numbers and cost by salary level and programme¹

Programmes

- Administration
- Tourism Research, Policy and International Relations
- Destination Development
- Tourism Sector Support Services

| Number of posts estimated for 31 March 2025 | | | Number and cost ² of personnel posts filled/planned for on funded establishment | | | | | | | | | | | | Average growth rate (%) | Average: Salary level/ Total (%) | | | |
|---|---|---------|--|-------|------------------|--------|-------|----------------------------------|--------|---------|-----------|---------|-------|-------------------|-------------------------|----------------------------------|-----|-------|--------|
| Number of funded posts | Number of posts additional to the establishment | | | | | | | | | | | | | | | | | | |
| | | Actual | | | Revised estimate | | | Medium-term expenditure estimate | | | | | | | | | | | |
| | | 2023/24 | | | 2024/25 | | | 2025/26 | | 2026/27 | | 2027/28 | | 2024/25 - 2027/28 | | | | | |
| | | | Number | Cost | Unit cost | Number | Cost | Unit cost | Number | Cost | Unit cost | Number | Cost | Unit cost | | | | | |
| Tourism | | | 482 | 364.4 | 0.8 | 506 | 411.9 | 0.8 | 506 | 432.9 | 0.9 | 501 | 451.8 | 0.9 | 498 | 472.2 | 0.9 | -0.5% | 100.0% |
| Salary level | 541 | — | 110 | 31.8 | 0.3 | 109 | 33.5 | 0.3 | 110 | 35.8 | 0.3 | 110 | 37.8 | 0.3 | 111 | 40.4 | 0.4 | 0.4% | 21.9% |
| 1 – 6 | 117 | — | 201 | 129.8 | 0.6 | 213 | 145.9 | 0.7 | 214 | 156.2 | 0.7 | 212 | 163.6 | 0.8 | 210 | 171.3 | 0.8 | -0.5% | 42.3% |
| 7 – 10 | 231 | — | 108 | 109.9 | 1.0 | 113 | 120.9 | 1.1 | 114 | 128.9 | 1.1 | 113 | 134.2 | 1.2 | 111 | 139.9 | 1.3 | -0.5% | 22.4% |
| 11 – 12 | 118 | — | 61 | 88.1 | 1.4 | 68 | 106.5 | 1.6 | 66 | 106.7 | 1.6 | 65 | 110.5 | 1.7 | 64 | 114.7 | 1.8 | -2.2% | 13.0% |
| 13 – 16 | 73 | — | 2 | 4.8 | 2.4 | 2 | 5.1 | 2.5 | 2 | 5.4 | 2.7 | 2 | 5.7 | 2.8 | 2 | 6.0 | 3.0 | 0.0% | 0.4% |
| Other | 2 | — | 482 | 364.4 | 0.8 | 506 | 411.9 | 0.8 | 506 | 432.9 | 0.9 | 501 | 451.8 | 0.9 | 498 | 472.2 | 0.9 | -0.5% | 100.0% |
| Programme | 541 | — | 263 | 169.5 | 0.6 | 276 | 195.6 | 0.7 | 274 | 201.5 | 0.7 | 269 | 206.6 | 0.8 | 266 | 216.0 | 0.8 | -1.3% | 54.0% |
| Programme 1 | 292 | — | 59 | 53.1 | 0.9 | 62 | 60.8 | 1.0 | 63 | 65.0 | 1.0 | 63 | 68.9 | 1.1 | 61 | 72.0 | 1.2 | -0.4% | 12.4% |
| Programme 2 | 72 | — | 65 | 58.2 | 0.9 | 69 | 64.5 | 0.9 | 70 | 69.0 | 1.0 | 70 | 73.1 | 1.0 | 69 | 76.4 | 1.1 | 0.2% | 13.8% |
| Programme 3 | 73 | — | 95 | 83.6 | 0.9 | 98 | 91.0 | 0.9 | 99 | 97.4 | 1.0 | 100 | 103.1 | 1.0 | 101 | 107.8 | 1.1 | 0.9% | 19.8% |
| Programme 4 | 104 | — | | | | | | | | | | | | | | | | | |

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Departmental receipts

Table 38.5 Departmental receipts by economic classification

| | Audited outcome | | | Adjusted estimate | Revised estimate | Average growth rate (%) | Average: Receipt item/ Total (%) | Medium-term receipts estimate | | | Average growth rate (%) | Average: Receipt item/ Total (%) |
|---|-----------------|---------------|---------------|-------------------|------------------|-------------------------|----------------------------------|-------------------------------|--------------|--------------|-------------------------|----------------------------------|
| | 2021/22 | 2022/23 | 2023/24 | | | | | 2025/26 | 2026/27 | 2027/28 | | |
| R thousand | | | | 2024/25 | | 2021/22 - 2024/25 | | 2025/26 | 2026/27 | 2027/28 | 2024/25 - 2027/28 | |
| Departmental receipts | 81 858 | 66 334 | 66 599 | 43 060 | 43 060 | -19.3% | 100.0% | 3 045 | 3 048 | 3 055 | -58.6% | 100.0% |
| Sales of goods and services produced by department | 206 | 186 | 178 | 193 | 193 | -2.1% | 0.3% | 195 | 195 | 197 | 0.7% | 1.5% |
| Sales by market establishments | 66 | 73 | 71 | 91 | 91 | 11.3% | 0.1% | 92 | 92 | 93 | 0.7% | 0.7% |
| of which: | | | | | | | | | | | | |
| Rent collected from the letting of open and covered parking | 66 | 73 | 71 | 91 | 91 | 11.3% | 0.1% | 92 | 92 | 93 | 0.7% | 0.7% |
| Other sales | 140 | 113 | 107 | 102 | 102 | -10.0% | 0.2% | 103 | 103 | 104 | 0.6% | 0.8% |
| of which: | | | | | | | | | | | | |
| Commission received on deduction of insurance and other premiums from employees' salaries | 140 | 113 | 107 | 102 | 102 | -10.0% | 0.2% | 103 | 103 | 104 | 0.6% | 0.8% |
| Sales of scrap, waste, arms and other used current goods | – | 2 | – | – | – | – | – | 23 | 23 | 24 | – | 0.1% |
| of which: | | | | | | | | | | | | |
| Sales of scrap, waste, arms and other used current goods | – | 2 | – | – | – | – | – | 23 | 23 | 24 | – | 0.1% |
| Interest, dividends and rent on land | 60 | 65 157 | 64 730 | 40 000 | 40 000 | 773.6% | 65.9% | 107 | 108 | 108 | -86.1% | 77.2% |
| Interest | 60 | 65 157 | 64 730 | 40 000 | 40 000 | 773.6% | 65.9% | 107 | 108 | 108 | -86.1% | 77.2% |
| Sales of capital assets | 1 074 | 70 | 752 | 67 | 67 | -60.3% | 0.8% | 68 | 68 | 68 | 0.5% | 0.5% |
| Transactions in financial assets and liabilities | 80 518 | 919 | 939 | 2 800 | 2 800 | -67.4% | 33.0% | 2 652 | 2 654 | 2 658 | -1.7% | 20.6% |
| Total | 81 858 | 66 334 | 66 599 | 43 060 | 43 060 | -19.3% | 100.0% | 3 045 | 3 048 | 3 055 | -58.6% | 100.0% |

Programme 1: Administration

Programme purpose

Provide strategic leadership, management and support services to the department.

Expenditure trends and estimates

Table 38.6 Administration expenditure trends and estimates by subprogramme and economic classification

| Subprogramme | Audited outcome | | | Adjusted appropriation | Average growth rate (%) | Average: Expenditure/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expenditure/ Total (%) |
|--------------------------------|-----------------|--------------|--------------|------------------------|-------------------------|---------------------------------|----------------------------------|--------------|--------------|-------------------------|---------------------------------|
| | 2021/22 | 2022/23 | 2023/24 | | | | 2025/26 | 2026/27 | 2027/28 | | |
| R million | | | | 2024/25 | | 2021/22 - 2024/25 | | | | | |
| Ministry | 37.7 | 53.0 | 38.0 | 34.4 | -3.0% | 12.8% | 36.6 | 38.6 | 40.3 | 5.4% | 9.9% |
| Management | 2.5 | 4.1 | 4.6 | 2.7 | 3.0% | 1.1% | 2.9 | 3.1 | 3.2 | 5.4% | 0.8% |
| Corporate Management | 156.2 | 160.2 | 164.0 | 207.2 | 9.9% | 53.9% | 212.9 | 218.3 | 228.1 | 3.3% | 57.1% |
| Financial Management | 63.8 | 76.5 | 65.8 | 74.6 | 5.3% | 22.0% | 67.2 | 81.0 | 85.0 | 4.5% | 20.3% |
| Office Accommodation | 28.3 | 29.6 | 30.8 | 40.6 | 12.7% | 10.1% | 44.5 | 46.5 | 48.5 | 6.2% | 11.9% |
| Total | 288.5 | 323.5 | 303.1 | 359.4 | 7.6% | 100.0% | 364.2 | 387.5 | 405.2 | 4.1% | 100.0% |
| Change to 2024 Budget estimate | | | | – | | | 1.7 | 1.8 | 1.9 | | |

Table 38.6 Administration expenditure trends and estimates by subprogramme and economic classification (continued)

| Economic classification | | | | | Average growth rate (%) | Average: Expenditure/ Total (%) | | | | Average growth rate (%) | Average: Expenditure/ Total (%) |
|---|---------|---------|---------|------------------------|-------------------------|---------------------------------|----------------------------------|---------|---------|-------------------------|---------------------------------|
| Audited outcome | | | | Adjusted appropriation | | | Medium-term expenditure estimate | | | | |
| R million | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2021/22 - 2024/25 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2024/25 - 2027/28 | |
| Current payments | 278.3 | 315.2 | 294.8 | 355.4 | 8.5% | 97.6% | 358.9 | 382.3 | 399.8 | 4.0% | 98.7% |
| Compensation of employees | 158.4 | 166.9 | 169.5 | 195.6 | 7.3% | 54.2% | 201.5 | 206.6 | 216.0 | 3.4% | 54.1% |
| Goods and services | 119.9 | 148.3 | 125.3 | 159.8 | 10.0% | 43.4% | 157.4 | 175.6 | 183.8 | 4.8% | 44.6% |
| of which: | | | | | | — | | | | | — |
| Audit costs: External | 7.7 | 8.1 | 9.1 | 12.8 | 18.3% | 3.0% | 13.2 | 13.8 | 14.6 | 4.6% | 3.6% |
| Communication | 22.2 | 32.7 | 20.5 | 25.6 | 4.9% | 7.9% | 14.3 | 25.6 | 26.9 | 1.6% | 6.1% |
| Computer services | 15.1 | 17.4 | 13.8 | 21.6 | 12.6% | 5.3% | 22.3 | 22.3 | 23.3 | 2.6% | 5.9% |
| Consultants: Business and advisory services | 7.0 | 5.7 | 4.9 | 7.5 | 2.4% | 2.0% | 8.1 | 7.4 | 7.8 | 1.3% | 2.0% |
| Operating leases | 28.3 | 29.6 | 29.8 | 40.5 | 12.7% | 10.1% | 43.2 | 45.1 | 47.0 | 5.1% | 11.6% |
| Travel and subsistence | 14.8 | 31.4 | 20.5 | 17.8 | 6.4% | 6.6% | 20.9 | 23.0 | 24.0 | 10.5% | 5.6% |
| Interest and rent on land | — | — | 0.0 | — | — | — | — | — | — | — | — |
| Transfers and subsidies | 3.6 | 2.0 | 2.5 | 0.2 | -61.8% | 0.7% | 0.2 | 0.2 | 0.2 | 4.6% | 0.1% |
| Departmental agencies and accounts | 0.2 | 0.2 | 0.2 | 0.2 | 3.9% | 0.1% | 0.2 | 0.2 | 0.2 | 4.6% | 0.1% |
| Households | 3.5 | 1.8 | 2.3 | — | -100.0% | 0.6% | — | — | — | — | — |
| Payments for capital assets | 6.4 | 6.1 | 5.5 | 3.8 | -16.3% | 1.7% | 5.1 | 5.0 | 5.2 | 11.4% | 1.3% |
| Machinery and equipment | 6.4 | 5.6 | 5.5 | 3.8 | -16.3% | 1.7% | 5.1 | 5.0 | 5.2 | 11.4% | 1.3% |
| Software and other intangible assets | — | 0.5 | — | — | — | — | — | — | — | — | — |
| Payments for financial assets | 0.1 | 0.2 | 0.2 | — | -100.0% | — | — | — | — | — | — |
| Total | 288.5 | 323.5 | 303.1 | 359.4 | 7.6% | 100.0% | 364.2 | 387.5 | 405.2 | 4.1% | 100.0% |
| Proportion of total programme expenditure to vote expenditure | 11.4% | 13.1% | 12.8% | 15.1% | — | — | 15.0% | 15.2% | 15.2% | — | — |
| Details of transfers and subsidies | | | | | | | | | | | |
| Households | | | | | | | | | | | |
| Social benefits | | | | | | | | | | | |
| Current | 2.8 | 1.3 | 1.3 | — | -100.0% | 0.4% | — | — | — | — | — |
| Employee social benefits | 2.8 | 1.3 | 1.3 | — | -100.0% | 0.4% | — | — | — | — | — |
| Other transfers to households | | | | | | | | | | | |
| Current | 0.6 | 0.5 | 1.1 | — | -100.0% | 0.2% | — | — | — | — | — |
| Bursaries for non-employees | 0.6 | 0.5 | 1.1 | — | -100.0% | 0.2% | — | — | — | — | — |
| Claims against the state | — | — | 0.0 | — | — | — | — | — | — | — | — |
| Gifts and donations | 0.0 | — | — | — | -100.0% | — | — | — | — | — | — |
| Departmental agencies and accounts | | | | | | | | | | | |
| Departmental agencies (non-business entities) | | | | | | | | | | | |
| Current | 0.2 | 0.2 | 0.2 | 0.2 | 3.9% | 0.1% | 0.2 | 0.2 | 0.2 | 4.6% | 0.1% |
| Culture, Arts, Tourism, Hospitality and Sports Sector | 0.2 | 0.2 | 0.2 | 0.2 | 3.9% | 0.1% | 0.2 | 0.2 | 0.2 | 4.6% | 0.1% |
| Education and Training Authority | | | | | | | | | | | |

Personnel information

Table 38.7 Administration personnel numbers and cost by salary level¹

| Number of posts estimated for 31 March 2025 | | | Number and cost ² of personnel posts filled/planned for on funded establishment | | | | | | | | | | | | Average growth rate (%) | Average: Salary level/ Total (%) | | | |
|---|---|-----------|--|-------|------------------|------|-------|----------------------------------|------|---------|-----------|---------|-------|-------------------|-------------------------|----------------------------------|-----|-------|--------|
| Number of funded posts | Number of posts additional to the establishment | | | | | | | | | | | | | | | | | | |
| | | Actual | | | Revised estimate | | | Medium-term expenditure estimate | | | | | | | | | | | |
| | | 2023/24 | | | 2024/25 | | | 2025/26 | | 2026/27 | | 2027/28 | | 2024/25 - 2027/28 | | | | | |
| | | Unit cost | | | Unit cost | | | Unit cost | | | Unit cost | | | Unit cost | | | | | |
| | | Number | Cost | cost | Number | Cost | cost | Number | Cost | cost | Number | Cost | cost | Number | Cost | cost | | | |
| Administration | | | | | | | | | | | | | | | | | | | |
| Salary level | 292 | – | 263 | 169.5 | 0.6 | 276 | 195.6 | 0.7 | 274 | 201.5 | 0.7 | 269 | 206.6 | 0.8 | 266 | 216.0 | 0.8 | -1.3% | 100.0% |
| 1 – 6 | 105 | – | 98 | 28.1 | 0.3 | 97 | 29.6 | 0.3 | 97 | 31.4 | 0.3 | 97 | 33.2 | 0.3 | 96 | 34.6 | 0.4 | -0.3% | 35.8% |
| 7 – 10 | 103 | – | 91 | 55.0 | 0.6 | 95 | 60.8 | 0.6 | 94 | 64.1 | 0.7 | 92 | 66.1 | 0.7 | 92 | 69.8 | 0.8 | -1.1% | 34.4% |
| 11 – 12 | 53 | – | 48 | 47.2 | 1.0 | 53 | 54.7 | 1.0 | 54 | 58.3 | 1.1 | 52 | 59.2 | 1.1 | 50 | 60.7 | 1.2 | -1.8% | 19.2% |
| 13 – 16 | 29 | – | 24 | 34.3 | 1.4 | 29 | 45.5 | 1.6 | 27 | 42.2 | 1.6 | 26 | 42.5 | 1.7 | 26 | 44.9 | 1.8 | -4.1% | 9.9% |
| Other | 2 | – | 2 | 4.8 | 2.4 | 2 | 5.1 | 2.5 | 2 | 5.4 | 2.7 | 2 | 5.7 | 2.8 | 2 | 6.0 | 3.0 | – | 0.7% |

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Programme 2: Tourism Research, Policy and International Relations

Programme purpose

Enhance the strategic policy environment, monitor the tourism sector's performance and enable stakeholder relations.

Objectives

- Enhance the tourism sector's performance by monitoring and evaluating 3 tourism projects and initiatives over the medium term by:
 - evaluating the impact of the Women in Tourism programme
 - developing biannual monitoring performance reports for the tourism sector
 - developing 4 implementation reports for the tourism sector master plan
 - developing and implementing the second phase of the application system for the market access support programme.
- Encourage regional integration by implementing 4 outreach programmes with the diplomatic community over the next 3 years.

Subprogrammes

- Tourism Research, Policy and International Relations Management* provides strategic direction, comprehensive administration and operational support services, research, and information and knowledge management services. This subprogramme also manages policy development and evaluation, and promotes sector transformation and responsible tourism.
- Research and Knowledge Management* oversees tourism research, knowledge management and impact evaluation of the sector.
- Policy Planning and Strategy* oversees and guides policy and strategy development for the tourism sector, and ensures the efficient and effective management of stakeholder relations.
- South African Tourism* stimulates sustainable international and domestic demand for South African tourism experiences, and regulates the standard of tourism facilities and services.
- International Relations and Cooperation* drives South Africa's interests through international relations and cooperation.

Expenditure trends and estimates

Table 38.8 Tourism Research, Policy and International Relations expenditure trends and estimates by subprogramme and economic classification

| Subprogramme | Audited outcome | | | Adjusted appropriation | Average growth rate (%) | Average: Expenditure/Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expenditure/Total (%) |
|---|-----------------|----------------|----------------|------------------------|-------------------------|--------------------------------|----------------------------------|----------------|----------------|-------------------------|--------------------------------|
| R million | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2021/22 - 2024/25 | | 2025/26 | 2026/27 | 2027/28 | 2024/25 - 2027/28 | |
| Tourism Research, Policy and International Relations Management | 5.4 | 5.0 | 6.9 | 9.1 | 18.5% | 0.5% | 10.1 | 10.1 | 10.6 | 5.4% | 0.7% |
| Research and Knowledge Management | 26.2 | 28.2 | 31.2 | 36.3 | 11.4% | 2.2% | 38.6 | 40.7 | 42.6 | 5.4% | 2.8% |
| Policy Planning and Strategy | 10.8 | 12.1 | 12.4 | 16.8 | 15.9% | 1.0% | 17.4 | 18.9 | 19.8 | 5.5% | 1.3% |
| South African Tourism | 1 297.0 | 1 329.2 | 1 289.7 | 1 243.6 | -1.4% | 94.6% | 1 300.2 | 1 359.7 | 1 421.2 | 4.6% | 92.8% |
| International Relations and Cooperation | 19.0 | 20.6 | 27.2 | 29.9 | 16.2% | 1.8% | 41.7 | 33.4 | 34.9 | 5.4% | 2.4% |
| Total | 1 358.6 | 1 395.1 | 1 367.5 | 1 335.6 | -0.6% | 100.0% | 1 408.0 | 1 462.9 | 1 529.0 | 4.6% | 100.0% |
| Change to 2024 | | | | – | | | 0.6 | 0.6 | 0.6 | | |
| Budget estimate | | | | | | | | | | | |

Table 38.8 Tourism Research, Policy and International Relations expenditure trends and estimates by subprogramme and economic classification (continued)

| Economic classification | | | | Adjusted appropriation | Average growth rate (%) | Average: Expenditure/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expenditure/ Total (%) |
|---|---------|---------|---------|------------------------|-------------------------|---------------------------------|----------------------------------|---------|---------|-------------------------|---------------------------------|
| Audited outcome | | | | | | | | | | | |
| R million | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2021/22 - 2024/25 | | 2025/26 | 2026/27 | 2027/28 | 2024/25 - 2027/28 | |
| Current payments | 58.0 | 61.5 | 73.4 | 85.1 | 13.6% | 5.1% | 100.5 | 95.9 | 100.2 | 5.6% | 6.7% |
| Compensation of employees | 49.1 | 49.4 | 53.1 | 60.8 | 7.4% | 3.9% | 65.0 | 68.9 | 72.0 | 5.8% | 4.6% |
| Goods and services | 8.9 | 12.1 | 20.3 | 24.3 | 39.8% | 1.2% | 35.5 | 27.0 | 28.2 | 5.1% | 2.0% |
| of which: | | | | | | | | | | | |
| Communication | 0.6 | 0.5 | 0.5 | 1.8 | 45.5% | 0.1% | 1.2 | 1.4 | 1.4 | -6.9% | 0.1% |
| Computer services | 1.2 | 2.0 | 3.4 | 3.5 | 42.0% | 0.2% | 4.6 | 4.9 | 5.1 | 13.3% | 0.3% |
| Consultants: Business and advisory services | 4.3 | 3.1 | 3.9 | 1.4 | -31.8% | 0.2% | 1.0 | 1.2 | 1.3 | -2.0% | 0.1% |
| Travel and subsistence | 1.3 | 4.4 | 5.1 | 12.5 | 112.9% | 0.4% | 9.8 | 9.0 | 9.4 | -8.9% | 0.7% |
| Operating payments | 0.8 | 0.4 | 1.3 | 0.5 | -12.2% | 0.1% | 0.7 | 2.1 | 2.2 | 63.0% | 0.1% |
| Venues and facilities | 0.2 | 0.6 | 3.6 | 1.7 | 117.5% | 0.1% | 14.7 | 4.6 | 4.8 | 41.0% | 0.5% |
| Transfers and subsidies | 1 300.3 | 1 332.7 | 1 293.5 | 1 250.3 | -1.3% | 94.9% | 1 307.2 | 1 367.0 | 1 428.8 | 4.6% | 93.3% |
| Departmental agencies and accounts | 1 297.0 | 1 329.2 | 1 289.7 | 1 243.6 | -1.4% | 94.6% | 1 300.2 | 1 359.7 | 1 421.2 | 4.6% | 92.8% |
| Foreign governments and international organisations | 2.4 | 2.2 | 2.7 | 2.8 | 4.1% | 0.2% | 2.9 | 3.0 | 3.1 | 4.5% | 0.2% |
| Households | 0.8 | 1.3 | 1.0 | 4.0 | 70.4% | 0.1% | 4.1 | 4.3 | 4.5 | 4.6% | 0.3% |
| Payments for capital assets | 0.3 | 0.9 | 0.6 | 0.3 | -1.0% | — | 0.3 | — | — | -100.0% | — |
| Machinery and equipment | 0.3 | 0.9 | 0.6 | 0.3 | -1.0% | — | 0.3 | — | — | -100.0% | — |
| Payments for financial assets | 0.0 | 0.0 | 0.0 | — | -100.0% | — | — | — | — | — | — |
| Total | 1 358.6 | 1 395.1 | 1 367.5 | 1 335.6 | -0.6% | 100.0% | 1 408.0 | 1 462.9 | 1 529.0 | 4.6% | 100.0% |
| Proportion of total programme expenditure to vote expenditure | 53.5% | 56.4% | 57.6% | 56.1% | — | — | 57.8% | 57.4% | 57.4% | — | — |
| Details of transfers and subsidies | | | | | | | | | | | |
| Households | | | | | | | | | | | |
| Social benefits | | | | | | | | | | | |
| Current | 0.1 | 0.0 | 0.2 | — | -100.0% | — | — | — | — | — | — |
| Employee social benefits | 0.1 | 0.0 | 0.2 | — | -100.0% | — | — | — | — | — | — |
| Other transfers to households | | | | | | | | | | | |
| Current | 0.7 | 1.3 | 0.8 | 4.0 | 74.8% | 0.1% | 4.1 | 4.3 | 4.5 | 4.6% | 0.3% |
| Bursaries for non-employees | 0.7 | 1.3 | 0.8 | 4.0 | 74.8% | 0.1% | 4.1 | 4.3 | 4.5 | 4.6% | 0.3% |
| Departmental agencies and accounts | | | | | | | | | | | |
| Departmental agencies (non-business entities) | | | | | | | | | | | |
| Current | 1 297.0 | 1 329.2 | 1 289.7 | 1 243.6 | -1.4% | 94.6% | 1 300.2 | 1 359.7 | 1 421.2 | 4.6% | 92.8% |
| South African Tourism | 1 297.0 | 1 329.2 | 1 289.7 | 1 243.6 | -1.4% | 94.6% | 1 300.2 | 1 359.7 | 1 421.2 | 4.6% | 92.8% |
| Foreign governments and international organisations | | | | | | | | | | | |
| Current | 2.4 | 2.2 | 2.7 | 2.8 | 4.1% | 0.2% | 2.9 | 3.0 | 3.1 | 4.5% | 0.2% |
| United Nations World Tourism Organisation | 2.4 | 2.2 | 2.7 | 2.8 | 4.1% | 0.2% | 2.9 | 3.0 | 3.1 | 4.5% | 0.2% |

Personnel information

Table 38.9 Tourism Research, Policy and International Relations personnel numbers and cost by salary level¹

| Number of posts estimated for 31 March 2025 | | | Number and cost ² of personnel posts filled/planned for on funded establishment | | | | | | | | | | | | Average growth rate (%) | Average: Salary level/ Total (%) | | | |
|--|---|---------|--|-----------|------------------|--------|-----------|----------------------------------|--------|-----------|-----------|---------|-----------|-------------------|-------------------------|----------------------------------|-----|-------|--------|
| Number of funded posts | Number of posts additional to the establishment | Actual | | | Revised estimate | | | Medium-term expenditure estimate | | | | | | | | | | | |
| | | 2023/24 | | | 2024/25 | | | 2025/26 | | 2026/27 | | 2027/28 | | 2024/25 - 2027/28 | | | | | |
| | | Number | Cost | Unit cost | Number | Cost | Unit cost | Number | Cost | Unit cost | Number | Cost | Unit cost | | | | | | |
| Tourism Research, Policy and International Relations | | | Number | Cost | Unit cost | Number | Cost | Unit cost | Number | Cost | Unit cost | Number | Cost | Unit cost | | | | | |
| Salary level | 72 | — | 59 | 53.1 | 0.9 | 62 | 60.8 | 1.0 | 63 | 65.0 | 1.0 | 63 | 68.9 | 1.1 | 61 | 72.0 | 1.2 | -0.4% | 100.0% |
| 1 – 6 | 3 | — | 3 | 0.9 | 0.3 | 2 | 0.7 | 0.3 | 2 | 0.7 | 0.4 | 2 | 0.7 | 0.4 | 2 | 0.8 | 0.4 | — | 3.2% |
| 7 – 10 | 38 | — | 30 | 20.8 | 0.7 | 33 | 24.3 | 0.7 | 33 | 25.9 | 0.8 | 33 | 27.4 | 0.8 | 32 | 28.2 | 0.9 | -1.5% | 52.6% |
| 11 – 12 | 17 | — | 14 | 14.5 | 1.0 | 14 | 15.3 | 1.1 | 15 | 16.8 | 1.2 | 15 | 18.0 | 1.2 | 15 | 19.0 | 1.3 | 1.8% | 23.3% |
| 13 – 16 | 14 | — | 12 | 16.9 | 1.4 | 13 | 20.5 | 1.6 | 13 | 21.6 | 1.7 | 13 | 22.8 | 1.8 | 13 | 24.0 | 1.8 | — | 20.9% |

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Programme 3: Destination Development

Programme purpose

Facilitate and coordinate tourism destination development.

Objectives

- Diversify tourism offerings and enhance visitor experience in identified priority areas by implementing 3 destination enhancement and route development projects over the medium term, which entails:
 - implementing the budget resort network and brand concept
 - managing a pipeline of nationally prioritised greenfield and brownfield tourism investment opportunities
 - facilitating 2 digital platforms to promote investment in tourism.
- Maintain exceptional site quality by supporting destination enhancement initiatives over the medium term by:
 - implementing infrastructure maintenance and beautification programmes in 4 provincial state-owned attractions (in Gauteng, KwaZulu-Natal, North West and Northern Cape)
 - monitoring the implementation of 5 community-based tourism projects
 - undertaking tourism enhancement projects at the Robben Island Museum.
- Contribute to economic growth and sustainable livelihoods by creating a targeted 4 200 work opportunities through Working for Tourism projects over the medium term.

Subprogrammes

- *Destination Development Management* provides strategic leadership and administrative support to the programme.
- *Tourism Enhancement* increases the competitiveness of South Africa's tourism industry.
- *Destination Planning and Investment Coordination* ensures that tourism infrastructure supports growth in the sector.
- *Working for Tourism* facilitates the development of tourism infrastructure projects as part of the expanded public works programme through labour-intensive methods targeted at young people, women, unemployed people, people with disabilities and SMMEs.

Expenditure trends and estimates

Table 38.10 Destination Development expenditure trends and estimates by subprogramme and economic classification

| Subprogramme | Audited outcome | | | Adjusted appropriation | Average growth rate (%) | Average: Expenditure/Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expenditure/Total (%) |
|--|-----------------|--------------|--------------|------------------------|-------------------------|--------------------------------|----------------------------------|--------------|--------------|-------------------------|--------------------------------|
| R million | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2021/22 - 2024/25 | 2021/22 - 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2024/25 - 2027/28 | 2024/25 - 2027/28 |
| Destination Development Management | 114.7 | 59.4 | 37.6 | 12.9 | -51.7% | 13.5% | 12.3 | 12.0 | 12.5 | -1.0% | 3.5% |
| Tourism Enhancement | 16.3 | 18.2 | 17.8 | 25.8 | 16.6% | 4.7% | 27.4 | 28.9 | 30.2 | 5.4% | 8.0% |
| Destination Planning and Investment Coordination | 20.9 | 22.9 | 23.6 | 31.4 | 14.7% | 5.9% | 34.7 | 37.6 | 39.3 | 7.7% | 10.2% |
| Working for Tourism | 375.4 | 311.1 | 280.9 | 297.7 | -7.4% | 75.9% | 256.6 | 268.8 | 280.9 | -1.9% | 78.3% |
| Total | 527.2 | 411.6 | 360.0 | 367.8 | -11.3% | 100.0% | 331.1 | 347.3 | 362.9 | -0.4% | 100.0% |
| Change to 2024 Budget estimate | | | | – | | | (70.9) | (74.4) | (77.7) | | |

Table 38.10 Destination Development expenditure trends and estimates by subprogramme and economic classification (continued)

| Economic classification | | | | Adjusted appropriation | Average growth rate (%) | Average: Expenditure/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expenditure/ Total (%) |
|---|---------|---------|---------|------------------------|-------------------------|---------------------------------|----------------------------------|---------|---------|-------------------------|---------------------------------|
| Audited outcome | | | | | | | | | | | |
| R million | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2021/22 - 2024/25 | | 2025/26 | 2026/27 | 2027/28 | 2024/25 - 2027/28 | |
| Current payments | 320.6 | 270.9 | 244.2 | 301.9 | -2.0% | 68.3% | 226.2 | 347.2 | 362.8 | 6.3% | 87.9% |
| Compensation of employees | 55.3 | 56.8 | 58.2 | 64.5 | 5.3% | 14.1% | 69.0 | 73.1 | 76.4 | 5.8% | 20.1% |
| Goods and services | 265.3 | 214.1 | 186.0 | 237.4 | -3.6% | 54.2% | 157.1 | 274.1 | 286.4 | 6.4% | 67.8% |
| of which: | | | | | | — | | | | | — |
| Communication | 0.5 | 0.5 | 0.5 | 0.9 | 22.9% | 0.1% | 1.7 | 1.9 | 1.9 | 28.2% | 0.5% |
| Agency and support/outsource services | 78.5 | 109.4 | 70.5 | 41.0 | -19.5% | 18.0% | 69.0 | 130.3 | 136.1 | 49.2% | 26.7% |
| Consumable supplies | 0.2 | 1.4 | 3.3 | 0.1 | -19.8% | 0.3% | 3.3 | 6.4 | 6.6 | 331.0% | 1.2% |
| Property payments | 122.3 | 23.6 | 48.4 | 29.7 | -37.6% | 13.4% | 24.0 | 39.5 | 41.3 | 11.6% | 9.5% |
| Travel and subsistence | 8.7 | 13.6 | 15.2 | 21.4 | 34.7% | 3.5% | 23.0 | 24.8 | 25.9 | 6.6% | 6.7% |
| Training and development | 42.5 | 44.7 | 45.4 | 130.0 | 45.2% | 15.8% | 31.8 | 66.6 | 69.6 | -18.8% | 21.1% |
| Transfers and subsidies | 0.1 | 0.1 | 0.2 | — | -100.0% | — | — | — | — | — | — |
| Households | 0.1 | 0.1 | 0.2 | — | -100.0% | — | — | — | — | — | — |
| Payments for capital assets | 206.4 | 140.5 | 115.6 | 65.9 | -31.7% | 31.7% | 104.9 | 0.2 | 0.2 | -86.7% | 12.1% |
| Buildings and other fixed structures | 206.3 | 139.9 | 115.0 | 65.5 | -31.8% | 31.6% | 104.7 | — | — | -100.0% | 12.1% |
| Machinery and equipment | 0.2 | 0.6 | 0.6 | 0.4 | 30.5% | 0.1% | 0.2 | 0.2 | 0.2 | -28.0% | 0.1% |
| Payments for financial assets | 0.1 | 0.1 | 0.0 | — | -100.0% | — | — | — | — | — | — |
| Total | 527.2 | 411.6 | 360.0 | 367.8 | -11.3% | 100.0% | 331.1 | 347.3 | 362.9 | -0.4% | 100.0% |
| Proportion of total programme expenditure to vote expenditure | 20.8% | 16.6% | 15.2% | 15.4% | — | — | 13.6% | 13.6% | 13.6% | — | — |
| Details of transfers and subsidies | | | | | | | | | | | |
| Households | | | | | | | | | | | |
| Social benefits | | | | | | | | | | | |
| Current | 0.1 | 0.1 | 0.1 | — | -100.0% | — | — | — | — | — | — |
| Employee social benefits | 0.1 | 0.1 | 0.1 | — | -100.0% | — | — | — | — | — | — |
| Other transfers to households | | | | | | | | | | | |
| Current | — | 0.0 | 0.1 | — | — | — | — | — | — | — | — |
| Employee social benefits | — | 0.0 | 0.0 | — | — | — | — | — | — | — | — |
| Gifts and donations | — | — | 0.1 | — | — | — | — | — | — | — | — |

Personnel information

Table 38.11 Destination Development personnel numbers and cost by salary level¹

| Number of posts estimated for 31 March 2025 | | | Number and cost ² of personnel posts filled/planned for on funded establishment | | | | | | | | | | | | Average growth rate (%) | Average: Salary level/ Total (%) | | | |
|---|---|---------|--|-----------|------------------|------|-----------|----------------------------------|------|-----------|--------|---------|-----------|-------------------|-------------------------|----------------------------------|-----|------|--------|
| Number of funded posts | Number of posts additional to the establishment | | | | | | | | | | | | | | | | | | |
| | | Actual | | | Revised estimate | | | Medium-term expenditure estimate | | | | | | | | | | | |
| | | 2023/24 | | | 2024/25 | | | 2025/26 | | 2026/27 | | 2027/28 | | 2024/25 - 2027/28 | | | | | |
| Destination Development | | Number | Cost | Unit cost | Number | Cost | Unit cost | Number | Cost | Unit cost | Number | Cost | Unit cost | Number | Cost | Unit cost | | | |
| Salary level | 73 | – | 65 | 58.2 | 0.9 | 69 | 64.5 | 0.9 | 70 | 69.0 | 1.0 | 70 | 73.1 | 1.0 | 69 | 76.4 | 1.1 | 0.2% | 100.0% |
| 1 – 6 | 5 | – | 5 | 1.5 | 0.3 | 5 | 1.6 | 0.3 | 5 | 1.7 | 0.3 | 5 | 1.8 | 0.4 | 5 | 1.8 | 0.4 | – | 7.2% |
| 7 – 10 | 34 | – | 30 | 21.2 | 0.7 | 34 | 25.4 | 0.7 | 35 | 27.7 | 0.8 | 35 | 29.6 | 0.8 | 34 | 30.5 | 0.9 | 0.4% | 49.7% |
| 11 – 12 | 22 | – | 20 | 21.3 | 1.1 | 20 | 22.5 | 1.1 | 20 | 23.7 | 1.2 | 20 | 25.0 | 1.3 | 20 | 26.4 | 1.3 | – | 28.7% |
| 13 – 16 | 12 | – | 10 | 14.3 | 1.4 | 10 | 15.1 | 1.5 | 10 | 15.9 | 1.6 | 10 | 16.8 | 1.7 | 10 | 17.7 | 1.8 | – | 14.4% |

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Programme 4: Tourism Sector Support Services

Programme purpose

Enhance transformation, increase skill levels and support the development of the sector to ensure that South Africa is a competitive tourism destination.

Objectives

- Encourage resource efficiency and cleaner production by providing compliance and resilience training to 150 SMMEs over the medium term through the business support programme.

- Facilitate skills development by implementing 6 capacity-building programmes across the sector over the medium term.
- Support tourism SMMEs over the medium term by:
 - training 750 SMMEs on occupational health and safety norms and standards in all provinces
 - implementing 3 business development incubation interventions
 - implementing the compliance and resilience support programme for 150 tourism SMMEs
 - implementing the green tourism incentive programme.

Subprogrammes

- *Tourism Sector Support Services Management* provides administrative support to the programme.
- *Tourism Human Resource Development* manages and facilitates the efficient management and implementation of human resource development initiatives for the tourism sector.
- *Enterprise Development and Transformation* manages and facilitates inclusive participation and sustainability in the tourism sector.
- *Tourism Visitor Services* manages and coordinates the integrity of information to facilitate accurate information for travelling.
- *Tourism Incentive Programme* manages the establishment of capital and non-capital tourism incentives to promote and encourage the development and growth of the tourism sector.

Expenditure trends and estimates

Table 38.12 Tourism Sector Support Services expenditure trends and estimates by subprogramme and economic classification

| Subprogramme | Audited outcome | | | Adjusted appropriation | Average growth rate (%) | | Medium-term expenditure estimate | | | Average growth rate (%) | |
|--|-----------------|--------------|--------------|------------------------|-------------------------|---------------------------------|----------------------------------|--------------|--------------|-------------------------|---------------------------------|
| | 2021/22 | 2022/23 | 2023/24 | | 2021/22 - 2024/25 | Average: Expenditure/ Total (%) | 2025/26 | 2026/27 | 2027/28 | 2024/25 - 2027/28 | Average: Expenditure/ Total (%) |
| R million | | | | | | | | | | | |
| Tourism Sector Support Services Management | 4.3 | 4.5 | 4.2 | 11.4 | 38.7% | 1.8% | 12.0 | 12.6 | 13.2 | 5.0% | 3.6% |
| Tourism Human Resource Development | 27.1 | 32.5 | 32.3 | 33.1 | 6.9% | 9.1% | 35.1 | 37.1 | 38.7 | 5.4% | 10.5% |
| Enterprise Development and Transformation | 37.4 | 38.2 | 37.3 | 53.3 | 12.6% | 12.2% | 56.5 | 59.5 | 62.2 | 5.3% | 17.0% |
| Tourism Visitor Services | 23.4 | 28.4 | 26.7 | 28.9 | 7.2% | 7.9% | 30.8 | 32.6 | 34.0 | 5.6% | 9.2% |
| Tourism incentive programme | 271.4 | 239.9 | 241.2 | 191.4 | -11.0% | 69.1% | 197.2 | 208.3 | 217.7 | 4.4% | 59.7% |
| Total | 363.5 | 343.5 | 341.7 | 318.1 | -4.4% | 100.0% | 331.6 | 350.1 | 365.8 | 4.8% | 100.0% |
| Change to 2024 Budget estimate | | | | – | | | 0.8 | 0.9 | 0.9 | | |
| Economic classification | | | | | | | | | | | |
| Current payments | 97.8 | 112.3 | 109.8 | 140.7 | 12.9% | 33.7% | 149.7 | 158.0 | 165.1 | 5.5% | 44.9% |
| Compensation of employees | 74.7 | 80.2 | 83.6 | 91.0 | 6.8% | 24.1% | 97.4 | 103.1 | 107.8 | 5.8% | 29.2% |
| Goods and services | 23.2 | 32.0 | 26.2 | 49.6 | 28.9% | 9.6% | 52.3 | 54.9 | 57.3 | 4.9% | 15.7% |
| of which: | | | | | | | | | | | |
| Communication | 0.7 | 0.8 | 0.8 | 1.5 | 25.4% | 0.3% | 2.4 | 2.5 | 2.6 | 22.2% | 0.7% |
| Consultants: Business and advisory services | 10.1 | 5.6 | 5.0 | 12.0 | 6.1% | 2.4% | 10.1 | 10.8 | 11.2 | -2.3% | 3.2% |
| Legal services | 0.1 | 0.5 | 1.1 | 1.4 | 115.1% | 0.2% | 3.1 | 3.2 | 3.4 | 34.5% | 0.8% |
| Travel and subsistence | 5.0 | 12.3 | 8.1 | 16.1 | 47.9% | 3.0% | 21.0 | 21.7 | 22.6 | 12.1% | 6.0% |
| Training and development | 2.0 | 5.0 | 4.4 | 8.4 | 60.7% | 1.4% | 4.3 | 4.5 | 4.7 | -17.6% | 1.6% |
| Venues and facilities | 1.5 | 2.6 | 2.9 | 2.8 | 22.2% | 0.7% | 3.7 | 3.8 | 4.0 | 13.3% | 1.0% |
| Transfers and subsidies | 265.3 | 229.9 | 230.8 | 177.2 | -12.6% | 66.1% | 181.9 | 192.1 | 200.7 | 4.2% | 55.1% |
| Departmental agencies and accounts | 264.9 | 94.7 | 211.4 | 4.6 | -74.1% | 42.1% | 4.8 | 5.1 | 5.3 | 4.6% | 1.4% |
| Public corporations and private enterprises | – | 134.7 | 18.7 | 172.1 | – | 23.8% | 176.6 | 186.5 | 194.9 | 4.2% | 53.5% |
| Non-profit institutions | 0.4 | 0.4 | 0.4 | 0.5 | 2.1% | 0.1% | 0.5 | 0.5 | 0.5 | 4.6% | 0.1% |
| Households | – | 0.0 | 0.3 | – | – | – | – | – | – | – | – |
| Payments for capital assets | 0.4 | 0.7 | 1.0 | 0.2 | -11.6% | 0.2% | 0.1 | – | – | -100.0% | – |
| Machinery and equipment | 0.4 | 0.7 | 1.0 | 0.2 | -11.6% | 0.2% | 0.1 | – | – | -100.0% | – |
| Payments for financial assets | 0.0 | 0.7 | 0.1 | – | -100.0% | 0.1% | – | – | – | – | – |
| Total | 363.5 | 343.5 | 341.7 | 318.1 | -4.4% | 100.0% | 331.6 | 350.1 | 365.8 | 4.8% | 100.0% |
| Proportion of total programme expenditure to vote expenditure | 14.3% | 13.9% | 14.4% | 13.4% | – | – | 13.6% | 13.7% | 13.7% | – | – |

Table 38.12 Tourism Sector Support Services expenditure trends and estimates by subprogramme and economic classification (continued)

| Details of transfers and subsidies | Audited outcome | | | Adjusted appropriation | Average growth rate (%) | Average: Expenditure/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expenditure/ Total (%) |
|--|-----------------|---------|---------|------------------------|-------------------------|---------------------------------|----------------------------------|---------|---------|-------------------------|---------------------------------|
| | 2021/22 | 2022/23 | 2023/24 | | | | 2025/26 | 2026/27 | 2027/28 | | |
| | R million | | | 2024/25 | 2021/22 - 2024/25 | | | | | 2024/25 - 2027/28 | |
| Households | | | | | | | | | | | |
| Social benefits | | | | | | | | | | | |
| Current | – | 0.0 | 0.3 | – | – | – | – | – | – | – | – |
| Employee social benefits | – | 0.0 | 0.3 | – | – | – | – | – | – | – | – |
| Departmental agencies and accounts | | | | | | | | | | | |
| Departmental agencies (non-business entities) | | | | | | | | | | | |
| Current | 264.9 | 94.7 | 211.4 | 4.6 | -74.1% | 42.1% | 4.8 | 5.1 | 5.3 | 4.6% | 1.4% |
| Tourism incentive programme | 258.0 | 90.4 | 207.0 | – | -100.0% | 40.6% | – | – | – | – | – |
| National tourism careers expo | 3.9 | 4.3 | 4.4 | 4.6 | 5.7% | 1.3% | 4.8 | 5.1 | 5.3 | 4.6% | 1.4% |
| Technology Innovation Agency | 3.0 | – | – | – | -100.0% | 0.2% | – | – | – | – | – |
| Public corporations and private enterprises | | | | | | | | | | | |
| Other transfers to private enterprises | | | | | | | | | | | |
| Current | – | 134.7 | 18.7 | 172.1 | – | 23.8% | 176.6 | 186.5 | 194.9 | 4.2% | 53.5% |
| Tourism incentive programme | – | 134.7 | 18.7 | 172.1 | – | 23.8% | 176.6 | 186.5 | 194.9 | 4.2% | 53.5% |
| Non-profit institutions | | | | | | | | | | | |
| Current | 0.4 | 0.4 | 0.4 | 0.5 | 2.1% | 0.1% | 0.5 | 0.5 | 0.5 | 4.6% | 0.1% |
| Federated Hospitality Association of South Africa | 0.4 | 0.4 | 0.4 | 0.5 | 2.1% | 0.1% | 0.5 | 0.5 | 0.5 | 4.6% | 0.1% |

Personnel information

Table 38.13 Tourism Sector Support Services personnel numbers and cost by salary level¹

| Number of posts estimated for 31 March 2025 | | Number and cost ² of personnel posts filled/planned for on funded establishment | | | | | | | | | | | | Average growth rate (%) | Average: Salary level/ Total (%) | | |
|---|---|--|------|-----------|------------------|------|-----------|----------------------------------|------|-----------|--------|---------|-----------|-------------------------|----------------------------------|-------------------|-------|
| Number of funded posts | Number of posts additional to the establishment | Actual | | | Revised estimate | | | Medium-term expenditure estimate | | | | | | | | | |
| | | 2023/24 | | | 2024/25 | | | 2025/26 | | 2026/27 | | 2027/28 | | | | 2024/25 - 2027/28 | |
| Tourism Sector Support Services | | Number | Cost | Unit cost | Number | Cost | Unit cost | Number | Cost | Unit cost | Number | Cost | Unit cost | Number | Cost | Unit cost | |
| Salary level | 104 | 95 | 83.6 | 0.9 | 98 | 91.0 | 0.9 | 99 | 97.4 | 1.0 | 100 | 103.1 | 1.0 | 101 | 107.8 | 1.1 | 0.9% |
| 1 – 6 | 4 | 4 | 1.3 | 0.3 | 5 | 1.8 | 0.4 | 5 | 2.0 | 0.4 | 5 | 2.1 | 0.4 | 7 | 3.1 | 0.4 | 13.7% |
| 7 – 10 | 56 | 50 | 32.8 | 0.7 | 51 | 35.3 | 0.7 | 52 | 38.4 | 0.7 | 52 | 40.6 | 0.8 | 52 | 42.8 | 0.8 | 0.6% |
| 11 – 12 | 26 | 26 | 26.9 | 1.0 | 26 | 28.4 | 1.1 | 26 | 30.0 | 1.2 | 26 | 32.1 | 1.2 | 26 | 33.8 | 1.3 | 0.4% |
| 13 – 16 | 18 | 15 | 22.6 | 1.5 | 16 | 25.5 | 1.6 | 16 | 26.9 | 1.7 | 16 | 28.4 | 1.8 | 15 | 28.1 | 1.9 | -2.1% |

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Entity

South African Tourism

Selected performance indicators

Table 38.14 South African Tourism performance indicators by programme/objective/activity and related outcome

| Indicator | Programme/Objective/Activity | MTDP outcome | Audited performance | | | Estimated performance | MTEF targets | | |
|---|------------------------------|--|---------------------|---------|---------|-----------------------|--------------|---------|---------|
| | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
| Annual brand strength index (leisure) score | Business enablement | Outcome 7: Increased investment, trade and tourism | 39.9 | 42.2 | 71.8 | 74.2 | 76.2 | 78.3 | 79.8 |
| Number of domestic deal-driven campaigns implemented per year | Leisure tourism marketing | | 4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Number of regional brand campaigns implemented per year | Leisure tourism marketing | | 1 | 4 | 4 | 4 | 4 | 4 | 4 |
| Number of international campaigns implemented per year | Leisure tourism marketing | | — ¹ | 15 | 11 | 11 | 11 | 11 | 11 |

Table 38.14 South African Tourism performance indicators by programme/objective/activity and related outcome (continued)

| Indicator | Programme/Objective/Activity | MTDP outcome | Audited performance | | | Estimated performance | MTEF targets | | |
|--|------------------------------|---|---------------------|----------------|-------|-----------------------|--------------|-------|-------|
| Number of distribution channel initiatives implemented per year | Leisure tourism marketing | Outcome 7: Increased investment, trade and tourism | — ¹ | — ¹ | 336 | 112 | 122 | 128 | 132 |
| Number of bids supported for international and regional business events per year | Business events | Outcome 2: Accelerated growth of strategic and labour-intensive sectors | 81 | 95 | 93 | 95 | 105 | 115 | 125 |
| Number of graded establishments per year | Visitor experience | | 3 605 | 4 959 | 4 668 | 5 000 | 4 500 | 4 700 | 5 000 |

1. No historical data available.

Entity overview

The Tourism Act (2014) mandates South African Tourism to market South Africa internationally and domestically as a preferred tourism and business events destination while monitoring the performance of the tourism sector. To support this, over the medium term, the entity will continue to focus on marketing South Africa to domestic, regional and international markets as a premium tourist destination for business and leisure. Carrying out these activities is projected to cost R2.8 billion over the medium term in the leisure tourism marketing programme.

The entity will aim to drive business tourism over the period ahead by bidding to host events such as corporate meetings, conferences and exhibitions in all provinces, including in rural areas and small towns. These initiatives are geared towards increasing tourism in a variety of industries, including leisure travel, manufacturing, agriculture, finance, wholesale and retail trade, and mining and minerals. To this end, an allocation of R788.2 million over the MTEF period in the business events programme is earmarked for hosting a targeted 345 international and regional business events.

Expenditure is expected to increase at an average annual rate of 5.5 per cent, from R1.4 billion in 2024/25 to R1.7 billion in 2027/28. This is mainly driven by spending on goods and services, which accounts for an estimated 85.3 per cent (R4.1 billion) of total expenditure over the medium term, the bulk of which is designated for promoting South Africa as a top travel and business destination.

The entity expects to derive 94.5 per cent (R4.5 billion) of its revenue over the medium term through transfers from the department. The remaining revenue will be sourced from the private sector through voluntary levies, income from grading fees and exhibitions, and interest on investments.

Programmes/Objectives/Activities

Table 38.15 South African Tourism expenditure trends and estimates by programme/objective/activity

| R million | Audited outcome | | | | Average growth rate (%) | Average: Expenditure/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Average: Expenditure/ Total (%) |
|---------------------------|-----------------|----------------|----------------|----------------|-------------------------|---------------------------------|----------------------------------|----------------|----------------|-------------------------|---------------------------------|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | | | 2025/26 | 2026/27 | 2027/28 | | |
| Administration | 148.1 | 212.3 | 204.0 | 201.2 | 10.8% | 13.2% | 201.5 | 210.8 | 220.5 | 3.1% | 13.5% |
| Business enablement | 81.0 | 70.5 | 70.0 | 66.0 | -6.6% | 5.0% | 79.2 | 82.9 | 86.7 | 9.5% | 5.1% |
| Leisure tourism marketing | 907.4 | 912.8 | 915.3 | 834.5 | -2.8% | 62.1% | 890.1 | 931.3 | 974.0 | 5.3% | 58.5% |
| Business events | 88.3 | 325.1 | 213.7 | 230.0 | 37.6% | 14.5% | 251.0 | 262.6 | 274.6 | 6.1% | 16.4% |
| Visitor experience | 49.1 | 74.6 | 92.4 | 87.2 | 21.1% | 5.2% | 102.1 | 106.8 | 111.7 | 8.6% | 6.6% |
| Total | 1 273.9 | 1 595.4 | 1 495.5 | 1 419.0 | 3.7% | 100.0% | 1 523.9 | 1 594.4 | 1 667.6 | 5.5% | 100.0% |

Statements of financial performance, cash flow and financial position

Table 38.16 South African Tourism statements of financial performance, cash flow and financial position

| Statement of financial performance | | | | | | Average: | | | | | Average: |
|---|-----------------|---------|---------|------------------|-------------------------|------------------------|----------------------------------|---------|---------|-------------------------|------------------------|
| | Audited outcome | | | Revised estimate | Average growth rate (%) | Expenditure/ Total (%) | Medium-term expenditure estimate | | | Average growth rate (%) | Expenditure/ Total (%) |
| R million | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2021/22 - 2024/25 | | 2025/26 | 2026/27 | 2027/28 | 2024/25 - 2027/28 | |
| Revenue | | | | | | | | | | | |
| Non-tax revenue | 36.7 | 140.1 | 153.3 | 79.6 | 29.5% | 6.7% | 83.4 | 87.5 | 91.8 | 4.9% | 5.5% |
| Sale of goods and services other than capital assets | 16.8 | 115.1 | 138.1 | 65.8 | 57.5% | 5.5% | 69.0 | 72.3 | 75.9 | 4.9% | 4.6% |
| Other sales | 16.8 | 115.1 | 138.1 | 65.8 | 57.5% | 5.5% | 69.0 | 72.3 | 75.9 | 4.9% | 4.6% |
| Other non-tax revenue | 19.8 | 25.1 | 15.2 | 13.8 | -11.4% | 1.2% | 14.5 | 15.2 | 16.0 | 4.9% | 1.0% |
| Transfers received | 1 355.9 | 1 444.6 | 1 423.3 | 1 339.4 | -0.4% | 93.3% | 1 440.4 | 1 506.9 | 1 575.7 | 5.6% | 94.5% |
| Total revenue | 1 392.5 | 1 584.8 | 1 576.6 | 1 419.0 | 0.6% | 100.0% | 1 523.9 | 1 594.4 | 1 667.6 | 5.5% | 100.0% |
| Expenses | | | | | | | | | | | |
| Current expenses | 1 273.9 | 1 595.4 | 1 495.5 | 1 419.0 | 3.7% | 100.0% | 1 523.9 | 1 594.4 | 1 667.6 | 5.5% | 100.0% |
| Compensation of employees | 227.4 | 221.9 | 247.8 | 212.7 | -2.2% | 15.8% | 224.4 | 235.2 | 242.2 | 4.4% | 14.7% |
| Goods and services | 1 036.9 | 1 364.4 | 1 247.6 | 1 206.3 | 5.2% | 83.8% | 1 299.5 | 1 359.2 | 1 425.4 | 5.7% | 85.3% |
| Depreciation | 9.5 | 9.2 | — | — | -100.0% | 0.3% | — | — | — | — | — |
| Total expenses | 1 273.9 | 1 595.4 | 1 495.5 | 1 419.0 | 3.7% | 100.0% | 1 523.9 | 1 594.4 | 1 667.6 | 5.5% | 100.0% |
| Surplus/(Deficit) | 118.6 | (10.6) | 81.1 | — | -100.0% | | — | — | — | — | |
| Cash flow statement | | | | | | | | | | | |
| Cash flow from operating activities | 498.0 | (183.3) | 124.2 | 6.0 | -77.1% | 100.0% | 7.7 | (49.4) | (74.0) | -331.0% | 100.0% |
| Receipts | | | | | | | | | | | |
| Non-tax receipts | 36.7 | 137.3 | 180.4 | 202.9 | 76.9% | 9.6% | 223.7 | 234.7 | 246.4 | 6.7% | 14.6% |
| Sales of goods and services other than capital assets | 31.9 | 119.7 | 180.4 | 202.9 | 85.3% | 9.2% | 223.7 | 234.7 | 246.4 | 6.7% | 14.6% |
| Other sales | 31.9 | 119.7 | 115.4 | 136.0 | 62.2% | 7.0% | 140.2 | 147.2 | 154.6 | 4.4% | 9.3% |
| Other tax receipts | 4.8 | 17.6 | — | — | -100.0% | 0.4% | — | — | — | — | — |
| Transfers received | 1 297.0 | 1 329.2 | 1 289.7 | 1 243.6 | -1.4% | 90.4% | 1 300.2 | 1 359.7 | 1 421.2 | 4.6% | 85.4% |
| Total receipts | 1 333.7 | 1 466.5 | 1 470.1 | 1 446.4 | 2.7% | 100.0% | 1 523.9 | 1 594.4 | 1 667.6 | 4.9% | 100.0% |
| Payment | | | | | | | | | | | |
| Current payments | 835.7 | 1 649.9 | 1 346.0 | 1 440.4 | 19.9% | 100.0% | 1 516.1 | 1 643.8 | 1 741.5 | 6.5% | 100.0% |
| Compensation of employees | 230.9 | 221.9 | 228.7 | 233.7 | 0.4% | 18.6% | 245.4 | 255.2 | 264.0 | 4.1% | 15.8% |
| Goods and services | 604.8 | 1 428.0 | 1 117.3 | 1 206.8 | 25.9% | 81.4% | 1 270.8 | 1 388.6 | 1 477.6 | 7.0% | 84.2% |
| Total payments | 835.7 | 1 649.9 | 1 346.0 | 1 440.4 | 19.9% | 100.0% | 1 516.1 | 1 643.8 | 1 741.5 | 6.5% | 100.0% |
| Net cash flow from investing activities | (21.0) | (15.7) | (5.4) | (6.0) | -34.1% | 100.0% | — | — | (2.0) | -30.7% | — |
| Acquisition of property, plant, equipment and intangible assets | (21.0) | (15.7) | (5.4) | (6.0) | -34.1% | 100.0% | — | — | (2.0) | -30.7% | — |
| Other flows from investing activities | 0.0 | — | — | — | -100.0% | — | — | — | — | — | — |
| Net cash flow from financing activities | (0.0) | (0.1) | 3.6 | — | -100.0% | — | — | — | — | — | — |
| Repayment of finance leases | (0.0) | (0.1) | (0.0) | — | -100.0% | — | — | — | — | — | — |
| Other flows from financing activities | — | — | 3.6 | — | — | — | — | — | — | — | — |
| Net increase/(decrease) in cash and cash equivalents | 477.0 | (199.1) | 122.3 | 0.0 | -99.4% | 8.3% | 7.7 | (49.4) | (76.0) | -9 593.6% | 100.0% |
| Statement of financial position | | | | | | | | | | | |
| Carrying value of assets of which: | 80.0 | 80.6 | 144.5 | 151.0 | 23.6% | 12.8% | 158.2 | 158.2 | 158.2 | 1.6% | 15.1% |
| Acquisition of assets | (21.0) | (15.7) | (5.4) | (6.0) | -34.1% | 100.0% | — | — | (2.0) | -30.7% | — |
| Loans | 0.1 | 0.1 | — | — | -100.0% | — | — | — | — | — | — |
| Receivables and prepayments | 89.5 | 194.0 | 29.5 | 30.9 | -29.9% | 11.0% | 32.3 | 32.3 | 32.3 | 1.6% | 3.1% |
| Cash and cash equivalents | 647.0 | 447.9 | 785.9 | 821.2 | 8.3% | 76.2% | 860.6 | 860.6 | 860.6 | 1.6% | 81.9% |
| Total assets | 816.7 | 722.6 | 959.9 | 1 003.0 | 7.1% | 100.0% | 1 051.2 | 1 051.2 | 1 051.2 | 1.6% | 100.0% |
| Accumulated surplus/(deficit) | 175.6 | 169.2 | — | — | -100.0% | 11.2% | — | — | — | — | — |
| Capital and reserves | 52.1 | 52.1 | 100.7 | 105.3 | 26.4% | 8.6% | 110.3 | 110.3 | 110.3 | 1.6% | 10.5% |
| Borrowings | 15.2 | 0.0 | — | — | -100.0% | 0.5% | — | — | — | — | — |
| Finance lease | 0.1 | 0.0 | 0.3 | 0.3 | 49.5% | — | 0.3 | 0.3 | 0.3 | 1.9% | — |
| Trade and other payables | 538.1 | 466.7 | 796.7 | 832.5 | 15.7% | 74.1% | 872.5 | 872.5 | 872.5 | 1.6% | 83.0% |
| Provisions | 35.6 | 34.5 | 62.2 | 65.0 | 22.2% | 5.5% | 68.1 | 68.1 | 68.1 | 1.6% | 6.5% |
| Total equity and liabilities | 816.7 | 722.6 | 959.9 | 1 003.0 | 7.1% | 100.0% | 1 051.2 | 1 051.2 | 1 051.2 | 1.6% | 100.0% |

Personnel information

Table 38.17 South African Tourism personnel numbers and cost by salary level

| Number of posts estimated for 31 March 2025 | | | Number and cost ¹ of personnel posts filled/planned for on funded establishment | | | | | | | | | | | | | | | Average growth rate of personnel posts (%) | Average: salary level/ Total (%) |
|---|--|---------|--|-------|------------------|--------|-------|----------------------------------|--------|-------|-----------|--------|-------|-----------|--------|-------|-------------------|--|----------------------------------|
| Number of funded posts | Number of approved establishment posts | | | | | | | | | | | | | | | | | | |
| | | Actual | | | Revised estimate | | | Medium-term expenditure estimate | | | | | | | | | | | |
| | | 2023/24 | | | 2024/25 | | | 2025/26 | | | 2026/27 | | | 2027/28 | | | 2024/25 - 2027/28 | | |
| South African Tourism | | | Number | Cost | Unit cost | Number | Cost | Unit cost | Number | Cost | Unit cost | Number | Cost | Unit cost | Number | Cost | Unit cost | | |
| Salary level | 236 | 236 | 235 | 247.8 | 1.1 | 236 | 212.7 | 0.9 | 241 | 224.4 | 0.9 | 241 | 235.2 | 1.0 | 241 | 242.2 | 1.0 | 0.7% | 100.0% |
| 1 – 6 | 34 | 34 | 33 | 4.3 | 0.1 | 34 | 4.1 | 0.1 | 39 | 4.3 | 0.1 | 39 | 4.6 | 0.1 | 39 | 4.7 | 0.1 | 4.7% | 15.7% |
| 7 – 10 | 75 | 75 | 75 | 47.1 | 0.6 | 75 | 39.9 | 0.5 | 75 | 42.1 | 0.6 | 75 | 44.1 | 0.6 | 75 | 45.5 | 0.6 | – | 31.3% |
| 11 – 12 | 42 | 42 | 42 | 44.8 | 1.1 | 42 | 38.8 | 0.9 | 42 | 40.9 | 1.0 | 42 | 42.9 | 1.0 | 42 | 44.2 | 1.1 | – | 17.5% |
| 13 – 16 | 80 | 80 | 80 | 138.0 | 1.7 | 80 | 118.1 | 1.5 | 80 | 124.6 | 1.6 | 80 | 130.6 | 1.6 | 80 | 134.5 | 1.7 | – | 33.4% |
| 17 – 22 | 5 | 5 | 5 | 13.7 | 2.7 | 5 | 11.8 | 2.4 | 5 | 12.4 | 2.5 | 5 | 13.0 | 2.6 | 5 | 13.4 | 2.7 | – | 2.1% |

1. Rand million.

