

**KWAZULU-NATAL TOURISM AUTHORITY  
ANNUAL PERFORMANCE PLAN 2019/20**

## TABLE OF CONTENTS

	<b>PART A: STRATEGIC OVERVIEW</b>	
<b>1.</b>	Update Situational Analysis	<b>4</b>
1.1	Performance delivery environment	<b>4</b>
1.2	Organisational environment	<b>13</b>
<b>2.</b>	<b>Revisions to legislative and other mandates</b>	<b>15</b>
<b>3.</b>	<b>Overview of 2019/20 budget and MTEF estimates</b>	<b>16</b>
3.1	Expenditure estimates	<b>16</b>
3.2	Related expenditure trends to strategic outcome oriented goals	<b>18</b>
	<b>PART B: PROGRAMME AND SUB-PROGRAMME PLANS</b>	
<b>4A</b>	<b>Programme1: CEO's OFFICE</b>	<b>19</b>
	Strategic objective annual targets for 2019/20	
	Programme performance indicators and annual targets for 2018/19	<b>20</b>
	Quarterly targets for 2019/20	<b>21</b>
	Reconciling performance targets with the Budget and MTEF	<b>22</b>
<b>4B</b>	<b>Programme 2: TOURISM INFORMATION SERVICES</b>	
	Strategic objective annual targets for 2019/20	<b>23</b>
	Programme performance indicators and annual targets for 2019/20	<b>24</b>
	Quarterly targets for 2019/20	
	Reconciling performance targets with the Budget and MTEF	<b>25</b>
<b>4C</b>	<b>Programme 3: TOURISM DEVELOPMENT</b>	
	Strategic objective annual targets for 2019/20	<b>26</b>
	Programme performance indicators and annual targets for 2019/20	<b>26</b>
	Quarterly targets for 2019/20	<b>27</b>
	Reconciling performance targets with the Budget and MTEF	<b>27</b>
<b>4D</b>	<b>Programme 4: MARKETING</b>	
	Strategic objective annual targets for 2019/20	<b>28</b>
	Programme performance indicators and annual targets for 2019/20	<b>28</b>
	Quarterly targets for 2019/20	<b>29</b>
	Reconciling performance targets with the Budget and MTEF	<b>30</b>
<b>4E</b>	<b>Programme 5: CONVENTION BUREAU</b>	
	Strategic objective annual targets for 2019/20	<b>31</b>
	Programme performance indicators and annual targets for 2019/20	<b>31</b>
	Quarterly targets for 2019/20	<b>32</b>
	Reconciling performance targets with the Budget and MTEF	<b>32</b>
<b>4F</b>	<b>Programme 6: PUBLIC RELATIONS &amp; COMMUNICATIONS</b>	
	Strategic objective annual targets for 2019/20	<b>33</b>
	Programme performance indicators and annual targets for 2019/20	<b>34</b>
	Quarterly targets for 2019/20	<b>35</b>
	Reconciling performance targets with the Budget and MTEF	<b>36</b>
<b>4G</b>	<b>Programme 7: CORPORATE SERVICES</b>	
	Strategic objective annual targets for 2019/20	<b>37</b>
	Programme performance indicators and annual targets for 2019/20	<b>38</b>
	Quarterly targets for 2019/20	<b>39</b>
	Reconciling performance targets with the Budget and MTEF	<b>40</b>
	<b>PART C: LINKS TO OTHER PLANS</b>	
<b>5</b>	Links to the long-term infrastructure and other capital plans	<b>41</b>
<b>6</b>	Conditional grants	
<b>7</b>	Public entities	
<b>8</b>	Public-private partnerships	

	<b>ANNEXURE A</b>	
<b>9</b>	<b>ALIGNMENT OF STRATEGIC OBJECTIVES</b>	<b>42</b>
	<b>ANNEXURE D</b>	
	<b>VISION, MISSION AND VALUES</b>	
<b>10</b>	Vision, Mission and Values	<b>47</b>
<b>11</b>	Strategic Outcome	
<b>12</b>	Oriented Goals	
<b>13</b>	Budget Programme	
<b>14</b>	<b>MACRO GOALS AND TARGETS</b>	<b>51</b>
	<b>ANNEXURE E</b>	
<b>15</b>	<b>TECHNICAL INDICATOR DESCRIPTIONS</b>	
<b>16</b>	Office of the CEO	<b>56</b>
<b>17</b>	Tourism Information Office	<b>58</b>
<b>18</b>	Tourism Development	<b>60</b>
<b>19</b>	Marketing	<b>61</b>
<b>20</b>	Convention Bureau	<b>63</b>
<b>21</b>	Public Relations and Communications	<b>65</b>
<b>22</b>	Corporate Services	<b>67</b>

## PART A: STRATEGIC OVERVIEW

Tourism KwaZulu-Natal is mandated to drive responsible and demand driven tourism, champion of tourism sector in the province, The Annual Performance Plan is therefore a guiding document to ensure that the priorities outlined are implemented.

A mandate to implement transformation activities is derived from the National Tourism Sector Strategy (NTSS), the objectives of the Broad Based Black Economic Empowerment (B-BBEE) Act 53 of 2003, the KwaZulu-Natal (KZN) Provincial B-BBEE strategy as well as the White paper on the Development and Promotion of Tourism in KZN.

### 1. Updated situational analysis

#### SITUATIONAL ANALYSIS

##### 1.1 Performance delivery environment

The KwaZulu-Natal Tourism Authority, trading as Tourism KwaZulu-Natal (TKZN), was established in terms of the KwaZulu-Natal Tourism Act, 1996, as amended by Act No 2 of 2002, and is responsible directly or indirectly for the development, promotion and marketing of tourism into and within the province.

The entity continues to ensure strategic leadership in destination marketing, as well as in driving its mandate to implement transformation activities under the National Tourism Sector Strategy (NTSS), the objective of the Broad-based Economic Empowerment Act 53 of 2003, the KZN Provincial B-BBEE strategy, the White Paper on the Development and promotion of Tourism in KZN, the Provincial Growth and Development Strategy (PGDS) and the KwaZulu Natal Tourism Master Plan (TMP).

In carrying out its responsibilities, TKZN uses its five-year strategic plan as a guide, which, in turn, is informed by a range of other tourism documents and legislation including the Provincial Growth Development Strategy (PGDS), the Spatial Development Framework, the National Tourism Sector Strategy (NTSS), the KwaZulu-Natal Tourism Master Plan, and the policy direction of the provincial government. The strategy also takes into consideration recommendations within the National Tourism Domestic Growth Strategy, the International Segmentation Study, the Domestic Segmentation Study, and the Global Competitiveness Study.

There have been no changes in legislative and policy mandates. Flowing from the theme of the 2019 State of the Nation Address ***Following up on our commitments: Making Your Future Work Better***, the entity is poised to contribute to the transforming the tourism sector. It is now 25 years since South Africa's democracy, and in developing its Annual Performance Plan for 2019/20, TKZN reflected on the role the entity plays in developing this country as a tourist hub, creating jobs and making lives better.

To this end, the entity's various departments have made the following contributions:

On the tourism development front, TKZN is working with the National Department of Tourism and other relevant stakeholders to drive several tourism projects targeting rural tourism demands. The National Tourism Sector Strategy (NTSS) stipulates that transformation programmes should be developed to attract more black entrepreneurs to enter the tourism sector and as a result, TKZN has revamped its incubation programme for small black-owned enterprises for greater impact of our skills and business development interventions.

We entered the 2019/20 financial year having recorded key major highlight of 2018; the launch of direct flights between London's Heathrow Airport and Durban's King Shaka International Airport by British Airways among the destination's major achievements. The three times weekly schedule, which started at the end of October, 2018, will greatly boost numbers from the UK while enhancing the destination's global market positioning. The parties have also signed a 24-month market campaign to promote the route and the destination in the UK market.

The National Department of Tourism contributed R12,5-million to the upgrade of the Nelson Mandela Capture Site near Howick. The project implementation is underway for completion in the 2019/20 financial year.

The marketing department continued to roll-out its domestic campaigns, *DO KZN*, at several consumer shows, and also attended several European, African and American shows, raising awareness of all that KZN had to offer travelers.

TKZN's network of websites continued to attract thousands of visitors every month with the website having a global audience, the top countries being South Africa, United States, the United Kingdom, Germany, Australia and India. And the top three sections visited were "destinations", "experience" and "events".

The mobile app increased the footprint, with the top visiting countries being South Africa, Lesotho, Botswana, Algeria and Belgium.

Travel and tourism supported 1.5 million jobs in SA in 2017 - 9.5% of total employment in the country. The World Travel and Tourism Council (WTTC) estimates that by 2028 almost 2.1 million jobs in SA will depend on travel and tourism.

The industry contributes 9% of the total gross domestic product (GDP) of SA, once all the direct, indirect and induced benefits are taken into account. The KZN tourism sector contributes about three percent to the country's GDP. During the year, the province contributed approximately 4% directly to the GDP of the provincial economy. During this period, the province attracted in the region of 812 513 foreign tourists and over 2.5 million domestic tourism trips.

### **Tourism Information Services**

TKZN continues to evolve and grow the digital Tourism landscape. The network of websites continued to attract thousands of visitors monthly from global and local destinations. The top website traffic came from South Africa, United States, the United Kingdom, Germany, Australia and India. "Destinations", "experience" and "events" are the top three sections that attract the traveler when planning their trip to KZN.

Mobile is a critical component of the forth industrial revolution. The "KZN Travel Guide" is the official Tourism mobile app for KZN. The guide increased the travel footprint by having abundance of travel information at a click of a button. The mobile app has successfully attracted travelers from around the globe with traffic being largely from South Africa, Lesotho, Botswana, Algeria and Belgium. Travel and tourism supported 1.5 million jobs in SA in 2017 - 9.5% of total employment in the country. The World Travel and Tourism Council (WTTC) estimates that by 2028 almost 2.1 million jobs in SA will depend on travel and tourism.

### **Research**

Research continues to be one of the key responsibilities of the Tourism Information Services department, with the findings helping the organization and trade to make informed destination marketing decisions.

A key role of the unit is to provide information service to tourists as well as to a range of embassies and consulates overseas. The unit ensures that the traveler remains the focal point at all times. Among the various services provided by the tourism information Offices, a detailed tracking mechanism is in operation that ensures enquires such as walk-in's, email, telephone, fax and postal enquiries are attended to with the utmost care adding to service excellence. Thousands of destination marketing brochures are distributed nationally and internationally adding to the continued support provided by the tourism information offices. TKZN opened a new office in Cape Town situated in central town. The office is shared strategically with the City Sightseeing company where a number of international tourists book their city tours.

The table below shows the annual performance statistics of Tourism information dissemination.

<b>Measure</b>	<b>Count</b>
Enquiries (Information offices)	147 461
Distribution	149 589
Website ( New users)	327 560
Mobile App (Downloads)	8 880
<b>Total</b>	<b>624 610</b>

The research department has conducted a number of studies relating to niche tourism markets, which is in line with the KwaZulu-Natal Masterplan. These studies have been initiated to enhance the knowledge of the current niche tourism offerings in the province. The studies that have been done include Cruise Tourism, Avitourism (bird watching), Hunting Tourism, Religious Tourism and Beach Tourism.

The main objectives of these studies was to create baseline reports for understanding the current state of development of the facilities which service these markets, and the recommendations for further development.

In addition, the research department has conducted a two-part study on the tourism potential of small towns in KwaZulu-Natal. This study focused on a total of ten small towns within the province in order to establish their "readiness" for tourism. Some of these towns included Mtunzini, Southbroom, Winterton, Dundee, and Jozini. The main focus of this study was to look at how many small towns are ready to facilitate tourism, and by doing so the overall aim of increasing geographic spread of both domestic and international tourists could thus be achieved.

The research unit produced various reports to understand the African and Domestic Tourism markets. A series of focus group studies were conducted to understand the reasons for the decline of domestic travel to and in KZN. Furthermore, an Omnibus study was commissioned to enhance the statistics that was provided by SA Tourism.

Economic Impact Studies of major events in the province were conducted. These include the Midmar Mile, which is held in Howick, The Dusi Canoe Marathon, which is a canoeing event from Pietermaritzburg to Durban, The Comrades Marathon which is a road running event between Pietermaritzburg and Durban the Mandela Marathon, and the Amashova Cycle Race. In January 2019, the research unit further assisted the organizers of the Drak Challenge with an economic impact assessment of the event.

In 2018 an economic impact study was conducted at the AFREHealth Congress, which was held from the 6<sup>th</sup> – 8<sup>th</sup> August 2018 at the International Convention Centre, Durban.

The overall performance of the Tourism Sector is critical for Tourism KZN hence on a quarterly basis, the research unit produces a Tourism Performance Report, which gives insight into the performance of the tourism sector, globally, nationally and provincially.

## **Tourism Development**

Our commitment to development and transformation of the tourism economy in the province remains unshaken. The observed limitations in tourism development entail feasibility testing and business planning, and securing investors and funders for tourism development initiatives. TKZN's roles in tourism development includes the identification of suitable projects and the formation of a concept proposal thereof; the confirmation of location and land ownership; conducting feasibility studies; developing business plans, identifying potential funders, developers and operators; community facilitation; and monitoring implementation of tourism development projects.

In the 2018/19 financial year TKZN has facilitated bankable feasibility studies and development of business plans for a number of product development concepts. A feasibility study for the purchasing and transfer of ownership of Yandisa Lodge located in Margate in a prime tourism area was conducted and submitted for consideration by potential funders including the National Empowerment Fund and Ithala Development Finance Corporation. Prefeasibility study for development of Inanda- Amatata Cultural Village was also conducted in support of Amatata community. Another feasibility study and a business plan for the Durban Eye Project for establishment of a giant observation ferri-wheel that will offer a spectacular 360-degree panoramic view of Durban City has been undertaken. Furthermore, a due diligence assessment of the socio-economic and financial viability of Shakaland Cultural Village and Hotel for the proposed ownership transfer of the establishment to its employees trust. In addition to this, TKZN is facilitating the upgrade of Mandela Capture Site as part of its contribution to heritage tourism development. The infrastructure development in the site include construction of access road, parking, landscaping, fencing, entrance gate and guardhouse in order to it accessible, viable and attractive to visitors. This construction work will continue and be completed in 2019/20 financial year.

Working closely with our sister entity Trade and Investment KZN, TKZN remained steadfast in our quest to improve the climate for investment in tourism projects. Foreign direct investment in tourism opportunities in KwaZulu-Natal provides a vital contribution to the generation of foreign earnings and encouraging investment in infrastructure and creation of permanent employment opportunities. TKZN TIKZN, continued with our efforts to market KwaZulu-Natal as a world-class and viable trade and investment destination in the previous financial year. Tourism investment concepts have been showcased at various investment trade shows including Africa Hotel Investment Forum, MIPIM and Seatrade Global Event 2018. The major focus has been on resort and hotel development which includes Tinley Manor Beach Resort, Blythdale Beach Resort, Nonoti Beach Resort, and the Port Durnford Beach Resort Development, Durban Point Waterfront. TKZN is set to continue to identify suitable tourism development projects, securing operators, developers, funders and investors in the financial year 2019/20.

Through its Enterprise Development Programme, TKZN continues to provide skills development, market access and business networking opportunities to emerging black owned tourism enterprises in the province. Twenty-five (25) black owned tourism businesses have been supported to participate in the identified training and skills development opportunities in hotel management, hospitality, tour guiding, and travel agencies.

Thirty-four (34) black owned tourism enterprises were given an opportunity to participate in market access platforms which including Singai World Travel in Zimbabwe, KZN Travel & Adventure, Durban Business Fair, Botswana Activation, World Travel Market Africa's, Africa Travel Indaba, and Vakantiebeurs in Netherlands. Five (5) black owned enterprises were also afforded an opportunity to attend the first ever event in the province, the International Franchise Exhibition. Further eight (8) black owned tourism enterprises were supported to participate in business networking platforms including the Kenya Workshop and South Africa Tourism Trade Hosting. TKZN will continue to utilise these available training, market access and business networking opportunities to empower small, micro and medium enterprises in order to transform the tourism sector.

We have put together strategies and plans to diversify tourism offerings and increase the participation of previously disadvantaged individuals and groups in the mainstream tourism economy. Our efforts in translating these strategies and plans into practical actions will be intensified through allocating sufficient human and financial resources to pursue these objectives.

## **Marketing**

The 2018/2019 KZN tourism strategy didn't lose focus of the aims set by our overall marketing plan and those were to develop and implement campaigns to stimulate a culture of travel amongst both local and international visitors in order to arrest the general decline in travel to KZN. In order to realise the plans, it became necessary to explore avenues to expose potential international, regional and domestic travelers to well thought out "marketing by experience" opportunities so as to showcase our province. For KZN to be on the right trajectory for increased visitors, the following activities took place:

### **Domestically**

While acknowledging the general decline in travel worldwide because of macro and micro environmental influences, it became necessary to commission our own research to understand our unique drivers to the decline in the tourist numbers to the province. The insights from this research are to be used in the enhancement of the domestic campaign to drive awareness and interest in the province.

It was noticed that although our marketing efforts were well received by the public in general, they often fell short in converting the efforts to actual visits. A 360 degree campaign was therefore launched and it was aimed at driving awareness and conversions in order to get tourists into the province. This could not have been done without massive efforts to raise awareness about what our province has to offer to tourists done through participation in key trade and consumer platforms to drive green economic interest.

We also cemented relationships with strategic partners, such as tour operators and travel agents as well as South African Tourism (SAT) by participating in their platforms to further realise the goal of driving interest in the province.

### **Internationally**

For destination travel to succeed, international linkages have to be fostered and nurtured. We therefore continued with our business to business engagements aimed at encouraging tour operators and travel agents to brochure and sell KZN as a destination. This was done by KZN Tourism entering into Joint Marketing Agreements with leading trade agents globally so as to utilise their platforms to drive conversion and awareness of destination KZN.

Existing partnership reviewed and improved and as a result tour operators, travel agents and SAT hub heads were once again tapped into in order to gain better access to their platforms to drive awareness of destination KZN. To support these, we continue to work closely with the KZN Route Development Committee (RDC) to help drive increased direct access into the province the key highlight being of course, the launch of the British Airways Direct flight into Durban. To date this is proving to be a resoundingly successful route, flying an average of three times a week. The statistics showed that the load factors are now sitting at 91%, further cementing the success of the route. Subsequently, there is now a marked increase in the number of passengers into King Shaka International Airport. The RDC, have since collaborated with British Airways to develop a campaign to drive both in-bound and outbound sales for British Airways. Results on the route performance are proving that this campaign is yielding results.

Up to December 2018, with the changing landscape in the tourism space, 2019 will see marketing continue working with the research department in order to collect insights that will help improve our value proposition for customers. A new year is also an ideal opportunity to reiterate and cement our marketing goals which are to increase and explore new ways to produce awareness driving activities, expand geographic spread, foster brand positivity and encourage an enabling environment for partnerships to thrive. The year 2019/20 will therefore be a year of intensified and aggressive drives to increase tourist numbers and visibility by embarking on the following:

- Drive awareness campaigns in order to improve awareness levels by specifically driving geographic spread, in order to increase the number of trips around the province.
- Continue to strengthen trade relations to influence deals and packages.
- Use insights to entrench brand positioning and drive interest in the province.
- Work with strategic partners to improve positive brand perceptions and drive a unified and positive message around the brand.

Marketing efforts lose credibility if they are not substantiated or justified by conversions. 2019 will therefore see further attempts aimed at driving conversions in order to increase the number of visitors into the province by intensifying both our domestic and international marketing efforts.

### **Durban KwaZulu-Natal Convention Bureau**

The Durban KwaZulu-Natal Convention Bureau has the mandate to promote the growth of business tourism sub-sector. This programme has involved a series of quarterly workshops being hosted for a range of black-owned SMMEs within the eleven district municipalities of the province. In addition to this, the Durban KZN CB has also partnered with the International Association of Professional Conference Organizers (IAPCO), whereby a structured training programme has been implemented to train and certify local black-owned businesses in the sectors of PCOs, DMCs and Exhibition providers in KZN.

Since the Durban KZN Convention Bureau (CB) was established a few years ago, it has secured over 40 business events, have which contributed over R2-billion to the fiscus. Its 2017/18 strategy was geared to generate R1.1-billion in direct economic benefit, which was expected to translate into a R2.2-bn impact over three years.

The CB is also mandated to increase the number of business events in KwaZulu-Natal, and in doing so, increasing the number of MICE activities (meetings, incentives, conferences, and exhibitions).

A number of bid proposals and letters of intents are submitted to international and local event owners to host their events within KwaZulu-Natal. Some of the most recent highlights include the hosting of ITU 2018 (International Telecommunications Union Conference) as well as MoP7 2018 (UN Meeting of the Parties). In addition to this, the ICCA Association Meetings Programme (AMP) was secured to take place in 2019, the United Cities and Local Governments (UCLG) 2019 and the World Football Summit was secured to take place in 2020.

As a public entity, TKZN has various stakeholder interests to deal with, including national, provincial, and local government, the tourism trade, the private sector, host communities, international and domestic tourists, the media, and internal staff. In this regard, the Annual Performance Plan (APP) recognizes all of its stakeholders' expectations and sets TKZN up to deliver with regard to those expectations, with the revised B-BBEE sector code which seeks to accelerate the de-racialization of the South African economy and to fast track the re-entry of previously marginalized communities into the mainstream of the economy. Furthermore, B-BBEE endeavours to transform the South African economy to enable the meaningful participation of black people, women, youth and rural communities in the mainstream of the economy in a manner that has a positive impact on employment, income redistribution, structural readjustment and economic growth. The Plan captures TKZN's commitment to the people of KwaZulu-Natal.

To this end, an intensified training, and skills development programme, market access initiatives, as well as focus on quality business planning and packaging will be rolled out, and attention will be given to quality standards and assurance issues.

Corporate governance remains pivotal to the organisation's operation, complemented by the creation of an environment conducive to employee development and motivation. A strong leadership team (the Board and senior management) and overall commitment from all employees underpins successful delivery of the APP.

## **Media monitoring**

During the period commencing on 01 April 2018 to March 30 2019, Tourism KZN and the destination received coverage to the value of R11 019 844.08 which generated a PR value of R33 059 532.24

The unit's approach is business-centered and sharp with the ultimate aim to provide the leverage to marketing the destination. The unit's successes have been noteworthy – the unit has made tremendous strides to promote KZN as a viable destination.

TKZN reflected on the role that regional tourism played in sustaining and increasing tourism numbers into the destination, and the unit seeks to increase efforts to develop tourism interests within the African continent and in the SADC countries in particular.

Almost all the projects within TKZN are underpinned with support by the public relations service. By effectively leveraging each communication and public relations channel greater impact has been achieved together than achieved individually. The marketing execution process leads the way to activate the TKZN brand, while the PR strategy is to communicate and leverage publicity for the Entity and package the organizations core mandate to profile the destination of KZN.

In developing its Annual Performance Plan for 2019/20, TKZN reflected on the role that regional tourism plays in sustaining and increasing tourism numbers into a destination, and therefore seeks to increase efforts to develop tourism interests within the African continent and in the SADC countries in particular. TKZN will also continue with its efforts in the BRIC countries, and, in line with the national efforts, focus on domestic tourism to boost numbers

The Corporate Services Department is there to provide support services for the entity in the form of Human Resource Management, Financial Reporting and Supply Chain Management. The department is there to insure that staff obtain adequate training, employee wellness interventions and upskilling of employees.

Approximately 50 employees attended various training interventions during the year, currently has 10 employees on entity sponsored bursaries and has 22 interns obtaining work experience in all the various programmes in TKZN. The Human Resources unit endeavors to source NQF aligned training which is aligned to individual development plans.

The department drives transformation through the Procurement unit by procuring services from Previously Disadvantaged Individuals (PDI) and insisting on partnerships to upskill disadvantaged individuals. The entity procured over 70% of the spend from PDI's.

The department embarked on various employee wellness initiatives during 2018/2019 which were:

- Presentations on Stress Management, Resilience, Relationships at Work, Managing Change in Personal and work Life, Interpersonal Relationships, Depression and Anxiety, and Work-life balance.
- Sponsored the following races for staff participation: Spar Women's Race, Supa Mama Women's Race, Totalsports Women's Race, Deloitte Challenge
- Partnered with other public entities for Women's day event (Aug 2018)
- Partnered with Ithala to commemorate World AIDS Day –hosted nurses onsite to perform HIV testing, BP and sugar testing as well as a walk which staff participated in. (Dec 2018)
- Annual Wellness Day- a day filled with team building activities in partnership with TIKZN. (Dec 2018)
- Breast Screening (Jan 2019)

Planned Activities for 2019/20 in training and wellness are:

- Prostate Screening (April 2019)
- SAICA GRAP Workshop (April 2019)
- MS Office Level 1 for 3 x General Assistants
- Skills Development Facilitator (June 2019 x 1 HR intern)
- Contracts Management Workshop April 2019
- Mandela Day activity: Children's home sponsors
- Spar Women's Day race (June 2019)
- Deloitte Challenge (Aug 2019)
- FNB City Run (Nov 2019)
- Women's Day event (Aug 2019)
- Annual Wellness Day (Dec 2019)
- World Aids Day collaboration with Ithala (Dec 2019)

The department procured the following full time positions during the period:

#### Internal Recruitment

- Region Manager: Africa & Domestic
- Manager: Transformation
- Manager: Business Development & Relations

#### External Recruitment

- GM: Marketing – Successful incumbent commenced on 1 Nov 2018
- GM: Tourism Development – successful incumbent commenced on 1 Feb 2019

## 1.2 Organizational environment

As a public entity, TKZN has various stakeholder interests to deal with, including national, provincial, and local government, the tourism trade, the private sector, host communities, international and domestic tourists, the media, TKZN suppliers and internal staff. In this regard, the Strategic Plan recognizes all of its stakeholders' expectations and sets TKZN up to deliver with regard to those expectations, with the revised B-BBEE sector code which seeks to accelerate the de-racialization of the South African economy and to fast track the re-entry of previously marginalized communities into the mainstream of the economy. Furthermore, B-BBEE endeavours to transform the South African economy to enable the meaningful participation of black people, women, youth and rural communities in the mainstream of the economy in a manner that has a positive impact on employment, income redistribution, structural readjustment and economic growth. The Plan captures TKZN's commitment to the people of KwaZulu-Natal.

To this end, an intensified training, and skills development programme, market access initiatives, as well as focus on quality business planning and packaging will be rolled out, and attention will be given to quality standards and assurance issues.

Corporate governance remains pivotal to the organisation's operation, complemented by the creation of an environment conducive to employee development and motivation. A strong leadership team (the Board and senior management) and overall commitment from all employees underpins successful delivery of the Plan.

The Corporate Services Department is there to provide support services for the entity in the form of Human Resource Management, Financial Reporting and Supply Chain Management. The department is there to insure that staff obtain adequate training, employee wellness interventions and upskilling of employees.

Approximately 50 employees attended various training interventions during the year, currently has 10 employees on entity sponsored bursaries and has 22 interns obtaining work experience in all the various programmes in TKZN. The Human Resources unit endeavors to source NQF aligned training which is aligned to individual development plans.

The department drives transformation through the Procurement unit by procuring services from Previously Disadvantaged Individuals (PDI) and insisting on partnerships to upskill disadvantaged individuals. The entity procured over 70% of the spend from PDI's.

The Plan is fully aligned to deliver on TKZN's mandated role and to realise the overarching goals of growing GDP contribution, expanding employment and helping transform the sector. The APP affirms TKZN's strategic goal and objectives, viz:

<b>STRATEGIC OUTCOME ORIENTED GOAL</b>	
Strategic outcome oriented goal	<ul style="list-style-type: none"> <li>• Preferred tourism destination in the country</li> </ul>
Goal statement	<ul style="list-style-type: none"> <li>• Deepen and develop the positioning of KZN as a preferred tourism destination for domestic and global tourism</li> </ul>
Goal indicator	<ul style="list-style-type: none"> <li>• Increased number of tourists visiting KZN</li> </ul>
Strategic objectives	<ul style="list-style-type: none"> <li>• Provide guidance, support and direction in terms of tourism policies, legislation and marketing strategies</li> <li>• Implementation of the KZN Tourism Master Plan</li> </ul>

<b>STRATEGIC ROLE</b>	<b>STRATEGIC OBJECTIVES</b>	<b>RESPONSIBLE DEPARTMENT AS PER APP OBJECTIVES</b>
To play a <b>strategic leadership role</b> in the province in terms of tourism marketing and management, and to be the <b>custodian of the KZN tourism brand</b> .	Strategic leadership in destination marketing and corporate governance	CEO
To facilitate appropriate <b>research and knowledge management</b> to inform and underpin TKZN's and the tourism sectors strategies and plans.	Inform TKZN's marketing approach through tourism intelligence provision by 2019  Be the custodian of knowledge management for destination promotion by 2020	Tourism Information Services
To facilitate <b>responsible and demand-driven tourism development</b> and accessibility.	Responsible and demand driven tourism development	Tourism Development
To <b>promote the province and to create an enabling environment</b> for all tourism stakeholders to market their offerings optimally under the Zulu Kingdom umbrella brand.	Increase share of domestic trips  Increase share of International arrivals  Increase tourism spend	Marketing
To aggressively <b>identify and bid for small, medium and large</b>	Increase business events in the province	Convention Bureau

'meeting, exhibition and incentive gatherings' with researched potential of significant return on investment (ROI) and raise the level of awareness of Durban and KwaZulu-Natal's wide range of business tourism related venues and associated services.		
To champion and <b>enhance the image of the destination and service excellence at all levels.</b>	Improve destination image and service excellence	Public Relations and Communication
To provide the <b>structures, resources, and services</b> required for the optimal performance of the organization	Enabling environment	Corporate Services

The above is based on TKZN's five (5) year strategy effective from 1 April 2014 to 31 March 2019. To ensure alignment with the organisational strategy was reviewed and extended to 2020, TKZN also reports on a number of critical tourism sector indicators including foreign tourist arrivals, average tourist spend and seasonality.

## 2. Revisions to legislative and other mandates

TKZN derives its mandate from a number of pieces of legislation and government policy frameworks, which include the following:

- KwaZulu-Natal Tourism Act Act 11 of 1996
- Basic Conditions of Employment Act Act 75 of 1997
- Broad Based Black Economic Empowerment Act Act 53 of 2003
- Constitution of the Republic of South Africa Act 108 of 1996
- Employment Equity Act Act 55 of 1998
- Framework for Supply Chain Management Gazette 25767 dated 5/12/2003
- Labour Relations Act Act 66 of 1995
- Preferential Policy Framework Act Act 5 of 2000
- National Treasury Regulations Gazette 225 dated 15/03/2005
- Provincial Tourism Policy Approved in March 2008
- Public Finance Management Act Act No.1 of 1999
- National Tourism Sector Strategy Approved in March 2011

There are three further important documents which will have an impact on the role of TKZN in the future. These are:

- The National Tourism Sector Strategy (NTSS)
- The Provincial Growth and Development Strategy (PGDP)
- The Provincial Tourism Master Plan

The key focus of TKZN, in terms of the aforementioned strategic documents, is to drive and improve economic growth from a tourism perspective. Tourism stakeholders are therefore expected to concentrate efforts to position tourism to be at the helm of economic growth, through, among other things, increasing international arrivals and promoting a culture of

travel at a domestic level, increasing tourism contribution to the GDP and contributing to creation of sustainable jobs. TKZN has a similar focus, hence the need to ensure alignment, particularly in terms of performance targets, to ensure effective allocation of resources and to strive towards achieving common deliverables such as those set out at the provincial and national levels.

### 3. Overview of 2019/20 budget and MTEF estimates

#### 3.1 Expenditure estimates

#### BUDGET FOR 2019/20

Table 1

#### RECEIPTS

Programme	Audited Outcome			Main Appropriation 2018/19	Adjusted Appropriation 2018/19	Revised Estimate 2018/19	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
<b>R thousand</b>									
EDTEA Grant	101 512	101 846	116 980	124 014	124 017	124 017	130 962	137 510	145 073
Special Projects	4 784	4 278	4 307	-	-	-	31 000	-	-
Ethekwini Municipality Contribution to the Convention Bureau	2 271	2 744	2 407	3 039	2 506	2 506	3 191	3 351	3 535
Interest	255	737	405	262	262	262	276	290	305
Lease Rentals	-	-	-	55	55	55	58	61	64
Other income	42	228	123	-	28 898	28 898	-	-	-
<b>Total budgeted income</b>	<b>108 864</b>	<b>109 833</b>	<b>124 222</b>	<b>127 373</b>	<b>155 738</b>	<b>155 738</b>	<b>165 484</b>	<b>141 211</b>	<b>148 977</b>

**Table 2**

**SUMMARY OF EXPENDITURE AND ESTIMATES BY PROGRAMME**

Programme	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term estimates		
	2015/16	2016/17	2017/18	2018/19	2018/19	2018/19	2019/20	2020/21	2021/22
<b>R thousand</b>									
CEO'S OFFICE	4 942	2 322	3 472	3 160	3 160	3 160	3 585	3 994	4 214
TOURISM INFORMATION SERVICES	5 361	3 700	5 189	7 685	10 705	10 705	7 069	8 472	8 938
TOURISM DEVELOPMENT	1 337	1 786	2 439	3 826	18 336	18 336	5 610	2 741	2 891
MARKETING	28 762	26 793	24 958	31 753	36 753	36 753	33 551	35 229	37 166
CONVENTION BUREAU	6 768	9 579	9 112	8 057	9 827	9 827	28 957	9 405	9 922
PUBLIC RELATIONS & COMMUNICATIONS	3 071	8 470	17 324	6 745	11 353	11 353	19 533	8 960	9 452
CORPORATE SERVICES	48 493	55 449	53 604	66 147	66 146	66 146	67 181	72 411	76 394
<b>TOTAL EXPENDITURE</b>	<b>98 734</b>	<b>108 099</b>	<b>116 098</b>	<b>127 373</b>	<b>156 271</b>	<b>156 271</b>	<b>165 486</b>	<b>142 211</b>	<b>148 977</b>

**Table 3**

**SUMMARY OF EXPENDITURE AND ESTIMATES BY ECONOMIC CLASSIFICATIONS**

Programme	Audited Outcome			Main Appropriation 2018/19	Adjusted Appropriation 2018/19	Revised Estimate 2018/19	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
<b>R thousand</b>									
Current Payments	93 955	110 665	115 589	125 658	154 074	154 074	163 754	139 052	146 078
Compensation of employees	37 477	40 165	41 866	51 404	53 467	53 467	53 869	57 443	60 314
Goods and Services	54 899	56 634	67 512	67 556	94 783	94 783	102 517	74 816	78 427
Rent	1 579	6 735	6 211	6 698	5 824	5 824	7 368	6 793	7 337
Assets:	4 085	982	509	1 715	1 715	1 715	1 732	1 749	1 767
Building and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	4 085	982	509	1 715	1 715	1 715	1 732	1 749	1 767
Economic classification	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>98 040</b>	<b>108 099</b>	<b>116 098</b>	<b>127 373</b>	<b>156 271</b>	<b>156 271</b>	<b>165 486</b>	<b>141 211</b>	<b>148 977</b>

## SUMMARY OF EXPENDITURE AND ESTIMATES BY ECONOMIC CLASSIFICATIONS

### 3.2 Relating expenditure trends to strategic outcome- oriented goals

#### 3.2.1 Expenditure and estimates by programme

#### 3.2.2 Expenditure by Economic classification

### PART B: Programme and sub-programme plans

#### 4A. PROGRAMME 1: OFFICE OF THE CHIEF EXECUTIVE OFFICER

**Purpose:** To provide strategic leadership in the development and promotion of tourism for the province, create an enabling environment for tourism stakeholders, as well as champion TKZN's strategy development with overall responsibility for strategic planning and organizational accountability.

#### Strategic target annual target for 2019/20

Strategic Objective	Strategic Indicators	Audited/Actual Performance			Estimated Performance 2018/19	Medium-term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
Strategic leadership in destination marketing and corporate governance	To achieve an unqualified audit finding	Unqualified audit	Qualified audit	Unqualified audit	Unqualified audit finding	Unqualified audit finding	Unqualified audit finding	Unqualified audit finding
	Number of KZN Tourism coordination structures utilised to drive destination marketing	New indicator	New indicator	New indicator	16	25	25	25

**Programme performance indicators and target for 2019/20**

#	Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2018/19	Medium-term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	<b>To achieve an unqualified audit finding</b>							
1.1.1	Unqualified audit findings on performance and financial information	Clean Audit	Unqualified Audit	Unqualified Audit	Unqualified Audit	Unqualified audit	Unqualified audit	unqualified audit
1.2	<b>KZN Tourism coordination structures utilised to drive destination marketing</b>							
1.2.1	Number of reports submitted to Board committees and Board on the performance of coordination structures	New indicator	New indicator	New indicator	20	20	20	20
1.2.2	Number of reports submitted on the Provincial Tourism Forum	New indicator	New indicator	New indicator	New indicator	4	4	4
1.2.3	Number of stakeholder engagements to provide feedback on the performance and trends in the tourism sector	1	1	1	1	1	1	1

4.2 Quarterly targets for 2019/20

#	Programme Performance Indicators	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1	<b>To achieve an unqualified audit finding</b>						
1,1.1	Unqualified audit findings on performance and financial information	Annual	1	-	1	-	-
1.2	<b>KZN Tourism coordination utilised to drive destination marketing</b>						
1.2.1	Number of reports submitted to Board committees and Board on the performance of coordination structures	Quarterly	20	5	5	5	5
1.2.2	Number of reports submitted on the Provincial Tourism Forum	Quarterly	4	1	1	1	1
1.2.3	Number of stakeholder engagements to provide feedback on the performance and trends in the tourism sector	Annually	1	-	-	-	1

*Expenditure estimates*

**CEO DEPARTMENT**

<b>Sub-Programme</b>	<b>Audited Outcome</b>			<b>Main Appropriation 2018/19</b>	<b>Adjusted Appropriation 2018/19</b>	<b>Revised Estimate 2018/19</b>	<b>Medium-term estimates</b>		
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>				<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
<b>R thousand</b>									
Corporate Governance	1 605	1 577	1 968	2 297	2 297	2 297	2 539	2457	2 592
Strategic and Leadership	1 343	400	710	727	727	727	355	582	614
Corporate and Branding positioning	1 306	100	294	Nil	Nil	Nil	Nil	Nil	Nil
Strategic partnership and alignment	688	245	500	136	136	136	691	955	1 008
<b>Total</b>	<b>4 942</b>	<b>2 322</b>	<b>3 472</b>	<b>3 160</b>	<b>3 160</b>	<b>3 160</b>	<b>3 585</b>	<b>3 994</b>	<b>4 214</b>

**PROGRAMME 2: TOURISM INFORMATION SERVICES**

**Purpose:** To be the custodian of knowledge management to inform KZN's tourism strategies and plans, and to facilitate tourism information provision and dissemination.

Strategic Objective	Strategic Indicators	Audited/Actual Performance			Estimated Performance 2018/19	Medium-term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
Inform TKZN's marketing approach through tourism intelligence provision	Produce research reports in support of TKZN's strategic objectives	18	14	21	14	12	17	19
Be the custodian of knowledge management for destination promotion.	Increase of information dissemination	New indicator	New indicator	New indicator	Baseline (205 183)	100% (215 442)	100% (236 986)	100% (275 533)

#	Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2018/19	Medium-term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
2.1	<b>Produce research reports in support of TKZN's strategic objectives</b>							
2.1.1	Number of research reports produced	18	14	21	14	12	17	19
2.2	<b>Increase of information dissemination</b>							
2.2.1	Targeted percentage increase (5%) of information dissemination, through distribution points, information offices, TKZN's mobile App as well as the website and 100 percent achievement by the end of the financial year.	New indicator	New indicator	New indicator	Baseline (205 183)	100% (215 442)	100% (236 986)	100% (275 533)

#### Quarterly targets for 2018/19

#	Performance Indicators	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
2.1	<ul style="list-style-type: none"> <li>Produce research reports in support of TKZN's strategic objectives</li> <li>Number of research reports produced</li> </ul>						
2.1.1	<ul style="list-style-type: none"> <li>Number of research reports produced</li> </ul>	Quarterly	12	2	2	4	4

<b>2.2</b>	<b>Increase of information dissemination</b>						
<b>2.2.1</b>	Targeted percentage increase (5%) of information dissemination, through distribution points, information offices, TKZN's mobile App as well as the website and 100 percent achievement by the end of the financial year	Quarterly	100% 215 442	25% 53 861	25% 53 861	25% 53 860	25% 53 860

*Expenditure estimates*

### **TOURISM INFORMATION SERVICES DEPARTMENT**

<b>Sub-Programme</b>	<b>Audited Outcome</b>			<b>Main Appropriation</b>	<b>Adjusted Appropriation</b>	<b>Revised Estimate</b>	<b>Medium-term estimates</b>		
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
<b>R thousand</b>									
Research	1 213	429	1 133	961	961	961	1 014	1 065	1 124
Benchmarking and Quality Assurance	31	403	442	121	121	121	121	128	135
ICT Services	2091	647	1 395	4 256	7 276	7 276	3 468	4 691	4 949
Information Dissemination	627	583	611	651	652	652	685	719	758
Tourism Information Offices	1399	1 638	1 608	1 696	1 696	1 696	1 780	1 869	1 972
<b>Total</b>	<b>5 361</b>	<b>3 700</b>	<b>5 189</b>	<b>7 685</b>	<b>10 705</b>	<b>10 705</b>	<b>7 069</b>	<b>8 472</b>	<b>8 938</b>

#### 4C. PROGRAMME 3: TOURISM DEVELOPMENT

**Purpose:** To promote responsible tourism destination development and contribute towards transformation of KwaZulu-Natal's tourism sector.

##### Strategic objective annual target for 2019/20

Programme Performance Indicators		Audited/Actual Performance			Estimated Performance 2018/19	Medium-term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
Responsible and demand driven tourism development	Number of Destination development interventions	New	New	New	6	8	4	6
	Number of Targeted interventions for black tourism businesses	New	New	New	4	12	14	16

##### Programme performance indicators and target for 2019/20

#	Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2018/19	Medium-term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
<b>3.1</b>	<b>Number of destination development interventions</b>							
3.1.1	Number of tourism development studies formulated	New	New	New	3	4	4	6
3.1.2	Number of investment trade activities utilised for destination development	3	3	1	3	4	4	4
<b>3.2</b>	<b>Number of targeted interventions for black tourism businesses</b>							
3.2.1	Number of targeted business support interventions provided for black owned tourism enterprises	New indicator	New indicator	New indicator	4	12	14	16

**Quarterly targets for 2019/20**

#	Performance Indicators	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>3.1</b>	<b>Number of destination development interventions</b>						
3.1.1	Number of tourism development studies formulated	Quarterly	4	1	1	1	1
3.1.2	Number of investment trade activities utilised for destination development	Quarterly	4	1	1	1	1
<b>3.2</b>	<b>Number of targeted interventions for black tourism businesses</b>						
3.2.1	Number of targeted business support interventions provided for black-owned tourism enterprises	Quarterly	12	3	4	4	1

*Expenditure estimates*

**TOURISM DEVELOPMENT**

Sub-Programme	Audited Outcome			Main Appropriation 2018/19	Adjusted Appropriation 2018/19	Revised Estimate 2018/19	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
R thousand									
Destination Development	922	1 328	1 599	1 485	1 485	1 485	3 610	1 691	1 783
Tourism Transformation	415	458	840	2 341	16 841	16 841	2 000	1 050	1 108
<b>Total</b>	<b>1 377</b>	<b>1 786</b>	<b>2 439</b>	<b>3 826</b>	<b>18 326</b>	<b>18 326</b>	<b>5 610</b>	<b>2 741</b>	<b>2 891</b>

#### 4D. PROGRAMME 4: MARKETING

**Purpose:** To market the destination nationally and internationally to increase tourist arrivals.

##### Strategic objective annual targets for 2019/20

Strategic Objective	Strategic Indicators	Audited/Actual performance			Estimated Performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
Increase share of domestic trips Increase share of International arrivals	Drive awareness of the Province's diverse offerings	New	New	New	New	62%	63%	64%
Increase tourism spend	Relationships forged with transport services and product owners in order to influence packages for promotion	New	New	New	New	6	7	8

##### Strategic objective annual targets for 2019/20

#	Performance Indicators	Audited/Actual performance			Estimated Performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
4.1	<b>Drive awareness of the Province's diverse offerings</b>							
4.1.1	Percentage Brand Awareness from TKZN's brand omnibus survey	New	59%	New	New	62%	63%	64%

<b>4.2</b>	<b>Relationships forged with transport services and product owners in order to influence packages for promotion</b>							
<b>4.2.1</b>	Number of packages negotiated for promotion	New	New	New	New	6	7	8

#### Quarterly targets for 2019/20

#	Performance Indicators	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>4.1</b>	<b>Drive awareness of the Province's diverse offerings</b>						
<b>4.1.1</b>	Percentage Brand Awareness from TKZN's brand omnibus survey	Annually	62%	-	-	-	62%
<b>4.2</b>	<b>Relationships forged with transport services and product owners in order to influence packages for promotion</b>						
<b>4.2.1</b>	Number of packages negotiated for promotion	Quarterly	6	1	2	2	1

*Expenditure estimates*

#### MARKETING

Sub-Programme	Audited Outcome			Main Appropriation 2018/19	Adjusted Appropriation 2018/19	Revised Estimate 2018/19	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
R thousand									
Africa and Domestic	1 310	4 370	7 284	11 720	11 720	11 720	12 697	13 332	14 065
AAA	1 300	2 471	2 050	2 250	2 750	2 750	2 648	2 780	2 933

Indaba	20 957	15 000	13 264	13 193	13 193	13 193	14 766	15 504	16 357
Europe	5 195	4 952	2 360	4 590	9 090	9 090	3 047	3 199	3 375
<b>Total</b>	<b>28 762</b>	<b>26 754</b>	<b>24 958</b>	<b>31 753</b>	<b>36 753</b>	<b>36 753</b>	<b>33 158</b>	<b>34 816</b>	<b>36 731</b>

## PROGRAMME 5: CONVENTION BUREAU

Purpose: To bid for business events nationally and internationally which have researched potential to contribute substantially to the KwaZulu-Natal economy, and to contribute towards the transformation of the province's business tourism sector.

### Strategic objective annual target for 2019/20

Strategic objective	Strategic Indicators	Audited/Actual performance			Estimated Performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Increase business events in the province	Number of Bid proposals submitted	48	35	20	25	30	35	40
	Number of black owned SMME mentorship interventions	New	7	10	11	12	15	20

### Programme performance indicator and annual target for 2019/20

#	Programme performance indicators	Audited/Actual performance			Estimated Performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<b>5.1</b>	<b>Number of bid proposals submitted</b>							
5.1.1	Number of bids submitted to business event owners for hosting in KwaZulu-Natal	48	35	20	25	30	35	40
<b>5.2</b>	<b>Number of black-owned SMME interventions</b>							
5.2.1	Number of interventions given to black owned SMME businesses in business tourism	New indicator	New indicator	New Indicator	12	12	14	16

**Programme performance indicator and annual target for 2019/20**

**Quarterly targets for 2019/20**

#	Performance indicators	Reporting period	Annual target 2019/20	Quarterly target			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
5.1 5.1.1	<b>Number of bid proposals submitted</b>  Number of bids submitted to business event owners for hosting in KwaZulu-Natal	Quarterly	30	10	8	8	4
5.2 5.2.1	<b>Number of black-owned SMME interventions</b>  Number of interventions given to black owned SMME businesses in business events	Quarterly	12	3	3	3	3

*Expenditure estimates*

**CONVENTION BUREAU**

Sub-Programme	Audited Outcome			Main Appropriation 2018/19	Adjusted Appropriation 2018/19	Revised Estimate 2018/19	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
<b>R thousand</b>									
Increasing Business Tourism Flow	-	-	2 250	2 384	4 154	4 154	2 133	2 240	2 363
Bid/ Business events support	6 768	9 579	6 493	5 286	5 286	5 286	25 419	5 690	6 003
Transformation	-	-	369	387	387	387	1 405	1 475	1 556
<b>Total</b>	<b>6 768</b>	<b>9 579</b>	<b>9 112</b>	<b>8 057</b>	<b>9 827</b>	<b>9 827</b>	<b>28 957</b>	<b>9 405</b>	<b>15 886</b>

#### 4E. PROGRAMME 6: PUBLIC RELATIONS AND COMMUNICATIONS

**Purpose:** To drive Tourism KwaZulu-Natal communication in order to enhance a positive destination image.

Strategic Objective	Strategic Indicators	Audited/Actual performance			Estimated Performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/2021	2021/22
Improve destination image and service excellence	Increase rand value on media coverage received about the destination	R135,6 million globally	R45,3 million nationally	R105 million globally	R110 million globally	R115 million globally	R120 million globally	R125 million globally
	Enhance destination brand awareness through events	New target	New target	New target	New target	4	4	4
	Run a service excellence incentive programme	1	1	1	1	1	1	1
	Number of tourism stakeholder roadshows conducted in partnership with District Municipalities	New target	New target	4	4	4	4	4

#	Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2018/19	Medium-term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
<b>6.1</b>	<b>Increase rand value on media coverage received about the destination</b>							
<b>6.1.1</b>	Rand value of positive destination media coverage received globally	R135,6 million	R45,3 million nationally	R105 Million	R110 million	R115 million	R120 million	R125 million
<b>6.2</b>	<b>Enhance destination brand awareness through events</b>							
<b>6.2.1</b>	Number of KZN Corporate events hosted	New indicator	New indicator	New indicator	New indicator	3	4	4
<b>6.3</b>	<b>Number of service excellence incentive programmes</b>							
<b>6.3.1</b>	Number of service excellence incentives programmes conducted	1	1	1	1	1	1	1
<b>6.4</b>	<b>Number of tourism stakeholder interventions conducted</b>							
<b>6.4.1</b>	Number of tourism stakeholder roadshows conducted in partnership with District Municipalities	New indicator	New indicator	New Indicator	4	4	4	4

Quarterly targets for 2019/20

#	Performance indicators	Reporting period	Annual target 2019/20	Quarterly target			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
6.1	<b>Increase rand value on media coverage received on the destination</b>						
6.1.1	Rand value of positive destination media coverage received globally	Quarterly	R115 million	R20 million	R40 million	R40 million	R15 million
6.2	<b>Enhance destination brand awareness through events</b>						
6.2.1	Number of KZN corporate events hosted	quarterly	3	-	2	1	-
6.3	<b>Number of service excellence incentive programmes</b>						
6.3.1	Run a service excellence incentive programme conducted	Annually	1	-	1	-	-
6.4	<b>Number of tourism stakeholder intervention programmes conducted</b>						
6.4.1	Number of tourism stakeholder roadshows conducted in partnership with District Municipalities	Quarterly	4	1	1	1	1

Expenditure estimates

**PUBLIC RELATIONS AND COMMUNICATIONS**

Sub-Programme	Audited Outcome			Main Appropriation 2018/19	Adjusted Appropriation 2018/19	Revised Estimate 2018/19	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
<b>R thousand</b>									
Image Building	347	1 014	1 400	520	520	520	2 000	2 100	2 216
Events Management	2 021	5 824	7 687	3 435	8 043	8 043	15 377	4 596	4 849
Communications	355	1 300	7 587	2 000	2 000	2 000	1 456	1 529	1 613
Customer Care Management	348	332	650	790	790	790	700	735	775
<b>Total</b>	<b>3 071</b>	<b>8 470</b>	<b>17 324</b>	<b>6 745</b>	<b>11 353</b>	<b>11 353</b>	<b>19 533</b>	<b>8 960</b>	<b>9 452</b>

#### 4G. PROGRAMME 7: CORPORATE SERVICES DEPARTMENT

**Purpose:** To provide reliable enabling services to all departments within TKZN to execute their strategic objectives and fulfill TKZN's mandate.

##### Strategic objective annual target for 2019/20

Strategic objective	Strategic Indicators	Audited/Actual Performance			Estimated Performance 2018/19	Medium-term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
Enabling Environment	Percentage of Performance assessments conducted	New indicator	New indicator	New indicator	100%	100%	100%	100%
	Number of training programmes conducted	New	12	12	12	16	16	16
	Ring fence percentage of procurement budget through competitive bidding to PDIs	New	New	New	55%	60%	65%	70%

**Programme performance indicator and annual target for 2019/20**

#	Programme Performance indicators	Audited/Actual Performance			Projected 2018/19	Medium-term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
<b>7.1</b>	<b>Percentage of Performance assessments conducted</b>							
7.1.1	Percentage of signed Performance Agreements	New	New	New	100%	100%	100%	100%
7.1.2	Percentage of signed Performance Assessments	New	New	New	100%	100%	100%	100%
<b>7.2</b>	<b>Number of training programmes conducted</b>							
7.2.1	Number of training interventions conducted as per the annual Workplace Skills Plan	N/A	12	12	12	16	16	16
<b>7.3</b>	<b>Ringfenced percentage of procurement budget for PDIs through competitive bidding</b>							
7.3.1	Percentage of procurement budget ringfenced for PDIs through competitive bidding	New	New	New	55%	60%	65%	70%

Quarterly targets for 2019/20

#	Programme Performance Indicators	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
7.1	<b>Percentage of performance assessments conducted</b>	Annually	100%	100%	-	-	-
7.1.1	Percentage of signed Performance Agreements						
7.1.2	Percentage of signed Performance Assessments	Annually	100%	100%	-	-	-
7.2	<b>Number of training programmes conducted</b>						
7.2.1	Number of training interventions conducted as per the annual Workplace Skills Plan	Quarterly	16	4	4	4	4
7.3	<b>Ringfenced percentage of procurement budget for PDIs through competitive bidding</b>						
7.3.1	Percentage of procurement budget ringfenced for PDIs through competitive bidding to contribute to transformation	Quarterly	60%	60%	60%	60%	60%

Expenditure estimates

**CORPORATE SERVICES**

Sub-Programme	Audited Outcome			Main Appropriation 2018/19	Adjusted Appropriation 2018/19	Revised Estimate 2018/19	Medium-term estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
<b>R thousand</b>									
Human Resources Management	5 132	9 972	9 444	7 941	7 941	7 941	8 160	8 568	9 039
Supply Chain Management	3 604	2 062	1 050	950	949	949	1 174	1 233	1 300
Finance	2 280	3 250	1 244	3 789	3 789	3 789	3 978	4 177	4 407
Remuneration	37 477	40 165	41 866	53 467	53 467	53 467	53 869	58 433	61 648
<b>Total</b>	<b>48 493</b>	<b>55 449</b>	<b>53 604</b>	<b>66 147</b>	<b>66 146</b>	<b>66 146</b>	<b>67 181</b>	<b>72 411</b>	<b>76 394</b>

## **PART C: LINKS TO OTHER PLANS**

### **1. Links to long-term infrastructure and other annual targets for 2019/20**

TKZN will be managing an infrastructure project which is to upgrade the driveway and parking at the Nelson Mandela Capture Site in partnership with National Tourism Authority.

### **2. Conditional Grants**

In the 2019/20 financial year the entity will execute renovations at the Mandela Capture Site in the KZN Midlands. The conditional grant of R 12.450 Million was received from the National Department of Tourism to execute this project. The East 3 Route (E3R) project was reviewed and will be executed in the 2019/20 financial year. The conditional grant of R 4million is expected from the Department of Economic Development, Tourism and Environmental Affairs for execution.

### **3. Public Entities**

TKZN does not have any public entity in its control.

### **4. Public-Private Partnerships**

TKZN has a number of Public-Private Partnerships with tour operators for joint marketing of the destination.

### **5. Rationalisation of Public entities in KZN**

Currently the province is in the processes of renationalisation of public entities where by Tourism KZN is being incorporated with the KZN Film Commission. The two entities are currently finalising the corporation agreement to be effected before legislature processes in completed where by incorporation will come to effect..

## ANNEXURE A

### ALIGNMENT OF STRATEGIC OBJECTIVES TO THE ANNUAL PERFORMANCE PLAN FOR 2019/20

Paragraph 4.1 of the Framework for Strategic Plans and Annual Performance Plans stipulates that updates to the strategic plan may be published as an annexure to the Annual Performance Plan.

At the marketing and tourism development strategic session held on 16 November 2018 and the board mid-term strategic review held on 20 November 2018, the Board noted that the current corporate strategy should be reviewed to be aligned with the:

- Government term that ends in the 2020;
- Ensure that the performance indicators outlined in the strategic document are in line with the Annual performance plan.
- Monitor whether the organisation is still firm on strategy implementation and flexible on tactics (progress on the implementation of the APP).

It was also noted that there were no major shifts at a strategic level. However there was a need to improve on the performance indicators for alignment to the Annual Performance Plan for 2019/20 as indicated below:

#### ORIGINAL

<b>Objective</b>	<b>Performance Indicator</b>
Increase foreign arrivals	<input type="checkbox"/> Number of foreign tourists <input type="checkbox"/> % Growth in visitor numbers
Increase share of domestic trips	<input type="checkbox"/> Average spend per tourist, <input type="checkbox"/> Forex earnings from tourism <input type="checkbox"/> %
Increase tourism spend	<input type="checkbox"/> Average spend per tourist per trip
Reduce foreign seasonality	<input type="checkbox"/> Attempt to achieve a seasonality index of 1.2 per annum (to change)

To increase business tourism in the province hosted in the province.	<input type="checkbox"/> Improvement in the ICCA (International Congress and Conferencing Association) and SITE ranking in KZN <input type="checkbox"/> Number of MICE , conferences and congresses hosted <input type="checkbox"/>
Increase geographic spread	<input type="checkbox"/> In case of domestic tourists, at least two destinations visited per trip <input type="checkbox"/> In the case of foreign tourists, at least three destinations visited per trip
Improve destination image and service excellence.	<input type="checkbox"/> % increase in top of mind destination brand awareness <input type="checkbox"/> % increase and/or positive ratings with regard to: <ul style="list-style-type: none"> <li><input type="checkbox"/> Perceptions of value for money</li> <li><input type="checkbox"/> Perceptions of safety and security</li> <li><input type="checkbox"/> Perceptions of being a welcoming destination</li> <li><input type="checkbox"/> Perceptions of the authenticity of KZN's product</li> </ul> <input type="checkbox"/>
Responsible and demand driven Tourism Development and accessibility	<input type="checkbox"/> No of Tourism Awareness initiatives <input type="checkbox"/> Perceptions of KZN's historical and cultural product <input type="checkbox"/> Perception of the ability to travel year round in KZN <input type="checkbox"/> Perceptions of KZN's natural wildlife experience <input type="checkbox"/> Annual Service Excellence Awards <input type="checkbox"/> % increase in number of disabled tourists friendly facilities
Strategic leadership	<input type="checkbox"/> Number of Memoranda of Understanding (MOUs) and partnerships concluded <input type="checkbox"/> Number of Joint Marketing Agreements (JMAs) concluded <input type="checkbox"/> Level of alignment at national, provincial and local levels <input type="checkbox"/> Level of synergy between TKZN and SAT plans
Transformation	<input type="checkbox"/> % increase in the number of SMME businesses supported. <input type="checkbox"/> % increase in budget spent on SMME service providers. <input type="checkbox"/> % increase in training and capacity building interventions.

Enabling environment	<ul style="list-style-type: none"> <li><input type="checkbox"/> % spent on administrative expenditure vis a vis line function expenditure</li> <li><input type="checkbox"/> % achievement of employment equity targets</li> <li><input type="checkbox"/> % procurement from BEE suppliers</li> <li><input type="checkbox"/> Number of staff members and % spent on developmental training</li> </ul>
----------------------	--

## REVISED

OBJECTIVE	PERFORMANCE INDICATOR
Strategic leadership in destination marketing and corporate governance.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Number of strategic business partnerships facilitated</li> <li><input type="checkbox"/> Number of public sector partnerships facilitated.</li> <li><input type="checkbox"/> Level of alignment of marketing programmes at national, provincial and local levels</li> <li><input type="checkbox"/></li> <li><input type="checkbox"/> Achieve an unqualified audit outcome</li> </ul>
Increase share of domestic trips	<input type="checkbox"/> % increase in domestic trips
Increase share of International arrivals	<input type="checkbox"/> %increase in international arrivals
Increase tourism spend	<input type="checkbox"/> Average spend per tourist per trip
Increase business events in the province	<ul style="list-style-type: none"> <li><input type="checkbox"/> Improvement in the ICCA (International Congress and Conferencing Association), Union of International Associations (UIA) and SITE ranking in KZN</li> <li><input type="checkbox"/> Number of MICE , business events hosted</li> </ul>
Increase geographic spread	<ul style="list-style-type: none"> <li><input type="checkbox"/> In case of domestic tourists, at least two destinations visited per trip</li> <li><input type="checkbox"/> In the case of foreign tourists, at least two destinations visited per trip outside Durban</li> <li><input type="checkbox"/> % increase of business events hosted outside of Durban.</li> </ul>

Improve destination image and service excellence.	<ul style="list-style-type: none"> <li><input type="checkbox"/> % increase in top of mind destination brand awareness</li> <li><input type="checkbox"/> % increase and/or positive ratings with regard to: <ul style="list-style-type: none"> <li><input type="checkbox"/> Perceptions of value for money</li> <li><input type="checkbox"/> Perceptions of safety and security</li> <li><input type="checkbox"/> Perceptions of being a welcoming destination</li> </ul> </li> </ul>
Responsible and demand driven Tourism Development	<ul style="list-style-type: none"> <li><input type="checkbox"/> % increase in destination product offerings</li> <li><input type="checkbox"/> % increase in tourism employment</li> </ul>
Transformation	<ul style="list-style-type: none"> <li><input type="checkbox"/> % increase in the number of black SMMEs supported.</li> <li><input type="checkbox"/> % increase in budget spent on black SMME service providers.</li> <li><input type="checkbox"/> % increase in training and capacity building interventions.</li> </ul>
Enabling environment	<ul style="list-style-type: none"> <li><input type="checkbox"/> % spent on administrative expenditure vis a vis line function expenditure</li> <li><input type="checkbox"/> % achievement of employment equity targets</li> <li><input type="checkbox"/> % procurement from BEE suppliers</li> <li><input type="checkbox"/> Number of staff members and % spent on developmental training</li> </ul>

Contribution to the transformation of the province's economy has become a focus, hence the new strategic objective and indicators thereto have been developed to ensure radical economic transformation

As a result of the alignment, the strategic indicators in the Annual Performance Plan for 2019/20 will reference to the revised strategic objectives

Recommended by:

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Approved by:**

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## **ANNEXURE D**

### **1. Vision, Mission and Values**

The vision and mission for TKZN is clarified and there is a focus on delivery by tasking TKZN to realise a clear five-year programme of actionable plans, supported by a robust budget. The plan is based on seven interdependent strategic thrusts, derived from a thorough strategic review and analysis, each of which unfolds into a detailed programme of action plans, with associated budgets.

### **2. Vision**

To position the Province of KwaZulu-Natal as Africa's leading destination, nationally and internationally.

### **3. Mission**

To initiate, facilitate, co-ordinate and implement

- strategic tourism marketing and
- demand-driven tourism development programmes

Which grow tourism, thereby serving to achieve:

- the transformation of tourism sector; and
- provide economic benefits to all stakeholders and the province.

### **4. Values**

- We value the contribution of our people by recognising their performance and appreciating them as people.
- We all strive for superior delivery of customer service both internally and externally.
- We are committed to making KZN the top destination in Africa.
- In performing our duties we will trust each other to be honest and reliable.
- We will respect each other and communicate in a way that demonstrates this.
- In all our dealings we will act with integrity, so that people trust us.

- Through our professionalism, people will value dealing with us.
- Team spirit is what will make TKZN a great place to work!

**5. Strategic Outcome Oriented Goals**

- To play a **strategic leadership role** in the province in terms of domestic marketing and management, and to be the **custodian of the KZN tourism brand**.
- To **promote the province generically and to create an enabling environment** for the region’s, communities’ and private sector stakeholders to optimally market their offerings within the umbrella branding and destination marketing framework and strategy for KZN.
- To facilitate **responsible and demand-driven product development and accessibility** (from facilitating access for disabled visitors to appropriate airline capacity).
- To champion **transformation** of the tourism sector in KZN.
- To pro-actively champion and contribute to the **enhancement of service excellence at all levels** in the tourism value chain in KZN.
- To **facilitate appropriate research and information and knowledge management** to inform TKZN’s strategies and plans, and also to facilitate information and knowledge provision for other key destination marketing stakeholders in KZN (e.g. tourists, tourism product owners, service providers, tourism associations).
- To aggressively **identify and bid for small, medium and large ‘meeting, exhibition and incentive gatherings’** with researched potential of significant return on investment (ROI) and raise the level of awareness of Durban and KwaZulu-Natal’s wide range of business tourism related venues and associated services.
- To provide the **structures, resources, and services** required for the optimal performance of the organization

**BUDGET PROGRAMMES**

<p><b>Programme 1: Chief Executive’s Office</b></p> <p><i>Sub-programmes</i></p> <ul style="list-style-type: none"> <li>• Corporate Governance</li> <li>• Strategy and Leadership</li> <li>• Strategic Partnerships</li> </ul>	<p><b>Programme 2: Tourism Information Services</b></p> <p><i>Sub-programmes</i></p> <ul style="list-style-type: none"> <li>• Research</li> <li>• Benchmarking and Quality assurance</li> <li>• ICT Services</li> <li>• Information Dissemination Services</li> </ul>	<p><b>Programme 3: Tourism Development</b></p> <p><i>Sub-programmes</i></p> <ul style="list-style-type: none"> <li>• Destination Development</li> <li>• Tourism Transformation</li> </ul>
--	---	---

<p>and Alignment</p> <p><b>Programme 4: Marketing</b></p> <p><i>Sub-programmes</i></p> <ul style="list-style-type: none"> <li>• Africa and Domestic</li> <li>• Europe</li> <li>• Americas, Asia and Australia</li> <li>• Indaba</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Information Offices</li> </ul> <p><b>Programme 5: Convention Bureau</b></p> <p><i>Sub-programmes</i></p> <ul style="list-style-type: none"> <li>• Increasing business tourism flow</li> <li>• Bid/Business events support</li> <li>• Transformation</li> </ul>	<p><b>Programme 6: PR and Communications</b></p> <p><i>Sub- Programmes</i></p> <ul style="list-style-type: none"> <li>• Image Building</li> <li>• Events Management</li> <li>• Communications</li> <li>• Customer Care Management</li> </ul>
<p><b>Programme 7: Corporate Services</b></p> <p><i>Sub-programmes</i></p> <ul style="list-style-type: none"> <li>• Human Resources Management</li> <li>• Supply Chain Management</li> <li>• Financial Management</li> <li>• Remunerations</li> </ul>		

## State of the Tourism Economy - Macro Goals and Targets: KwaZulu-Natal

### Introduction

The measurement of the state of the country's tourism economy is carried out through a national Tourism Satellite Account (TSA). It is a measurement framework, based on the concepts, definitions and classification of the System of National Accounts (SNA), developed in order to present a credible measure of the economic contribution of the tourism sector to the economy of the country. It consists of a set of interlinked tables which, when fully populated, enable the economic contribution of the tourism – and other – sectors to be measured.

It should be appreciated that it is only possible for a TSA to be developed at a national level and not at a provincial level, as presently these tables cannot be populated at a provincial level.

Other indicators embraced by various tourism organisations or entities are used for greater detail and understanding of tourism performance. These include the two major global tourism entities, the United Nations World Tourism Organization (UNWTO) and the World Travel and Tourism Council (WTTC), as well as other organizations such as the Travel and Tourism Research association. The information from these bodies, in terms of the indicators selected, are then used to develop a picture of the state of the tourism sector from a variety of viewpoints and at a variety of levels, viz. global, national and provincial.

The different indicators utilised by these two major organisations are detailed as follows:

The UNWTO measures tourism using the following indicators:

- Arrivals - purpose of visit, mode of transport;
- Receipts; and
- Expenditure in outbound markets.

The WTTC measures tourism using the following indicators:

- GDP to the world economy - direct and total;
- Employment - direct and total;
- Visitor exports; and
- Investment.

Within the South African context, the National Tourism Sector Strategy (NTSS), which was developed by the National Department of Tourism (NDT), has adopted the following indicators:

- Arrivals;
- Spend;
- Length of stay;
- GDP contribution;
- Purpose of visit;
- Increase in domestic tourists;
- Job creation;
- Geographic spread; and
- Seasonality.

At a provincial level, the KwaZulu-Natal Tourism Master Plan has adopted the following sets of indicators so as to effectively measure the performance and growth of the tourism sector:

- GGP contribution (provincial GDP);
- International arrivals;
- Domestic trips;
- Employment (direct and indirect); and
- Geographic Spread.

Furthermore, to increase the clarity of the tourism picture at a provincial level, Tourism KwaZulu-Natal also utilizes information obtained from other organizations for more detailed information on the performance of tourism in the province.

In considering the table below, it needs to be understood that there were issues which had serious negative effects on the tourism sector from approximately mid-2014 to date. Such issues extend far beyond the influence of TKZN. Some are global and others are national. These are explained further later in this document.

### Macro Goals and Targets - KwaZulu-Natal

Measure	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018	2019	2020	2021
<b>Domestic Trips (m)</b>	5.2	4.98	3.8	2.5	4.3	4.3	4.3	4.3
<b>Foreign Tourists</b>	768 228	743 615	753 617	812 531	870 000	926 000	982 000	1 034 000
<b>Domestic spend per person per trip</b>	R979	R1 108	R1 086	R1 280				
<b>Foreign spend per person per trip</b>	R8 350	R6 638	R5 877	R7 700				
<b>Direct Contribution to GGP (bn)</b>	R17.6	R10.2	R9	R9				
<b>Total Contribution to GGP (bn)</b>	R35.1	R20.4	R18	R18				
<b>Direct Employment</b>	105 322	<b>87 670</b>	85 175	81 022				
<b>Geographic spread (foreign)</b>	1.3	1.3						
<b>KZN hotel occupancy</b>	62.7%	65.0%	66.1%	66.8%				
<b>Air passenger movements</b>	4.0%	5.9%	8.5%	6.5%				
<b>Road traffic arrivals</b>	5.0%	6.4%						

\* = Estimated; T = Trend; N/D = data not yet available

\*= Note: years 2018 – 2021 are the 5in5 targets

### **Disclaimer and assumptions for targets**

- Figures assume South African Tourism (SAT), UNWTO and WTTC projections are reasonable;
- Tourism KwaZulu-Natal has negligible control over the number of foreign arrivals, foreign spend or foreign geographic spread;
- 2009 was used as the original base year, as this was the year in which SAT changed its methodology to be more in line with global standards and reported only tourists. Day visitors were no longer included in the total;
- 2010 was used as the baseline for domestic trips;
- Both of these base years had to be adjusted in view of the constrained economic climate;
- A 4% increase was applied to domestic trips, based on historical trends from 2006, including decreases since 2009, the reason being that although there has been a historical decrease in the number of domestic trips for some time, these calculations are based on a 'best-case' scenario, and also take into account the government's NDP focussing on increasing domestic tourism;
- A 4% increase was applied to foreign arrivals based on historical trends from 2006;
- A 5% increase was applied to domestic and foreign spend per person per trip, based on historical increases from 2006;
- A 5% increase was applied to GGP growth, based on historical growth rates from 2006;
- The global economic situation remains stable; and
- A 3% increase was applied to direct employment based on the small increases in domestic trips and the small increase in foreign arrivals.

### **Indicator Definitions and Explanation of Table**

The above detailed table requires a degree of explanation and analysis in order to indicate how KwaZulu-Natal has performed during the course of the past year. Below are a series of globally accepted definitions of terms which have been used in the table, together with an outline of the findings and figures contained in the table.

#### **Domestic Trips:**

In line with global definitions, a domestic trip is regarded as any trip taken within the borders of South Africa by an adult resident of this country. In order for such a trip to be regarded as a domestic tourism trip, it must have:

- Been to a destination more than 40kms from the respondent's home (one way);
- Lasted one night, but less than 365 nights;
- Not been for relocation purposes;
- Not been part of the respondent's regular commuting (unless it was for leisure or recreational purposes); and
- Not result in the respondent receiving payment within the place visited for services rendered or goods delivered.

Trips are utilised instead of tourists on the basis that most of South Africa's domestic tourists undertake more than one trip a year.

Official SAT 2016 statistics indicated that some 26.6 million domestic tourist trips were undertaken as compared to 24.5 million in 2015 and 28 million in 2014, suggesting an increase of 6% in the number of trips taken in South Africa compared to 2015. Statistics from STATSSA indicated that out of a total of 26.6 million trips taken in South Africa in 2016, KwaZulu-Natal received approximately 4.1 million of those trips.

#### **Foreign Arrivals:**

The UNWTO's definition of foreign tourists is used and states that a foreign arrival is a person who arrives in the country and who spends at least 24 hours but less than one year there, and is not remunerated during that time.

The Department of Home Affairs and STATSSA have collaborated during recent years in order to align data sets with the UNWTO's definition. Foreign arrivals were up 12.8% on 2016, to just over 10 mn, for the first time.

Due to tourism having strong human elements in terms of destination decision-making, it is a sector extremely sensitive to events which may be perceived as having a negative effect on tourists' well-being. Reactions to such events can be rapid and significant. This also makes forecasting extremely difficult and often apparently inaccurate.

#### **Domestic Spend:**

Domestic spend is calculated by adding the per-capita spend for each trip taken during the period and reported in nominal terms, unless otherwise stated. This is determined through the utilisation of the TSA measurement framework. The figures for domestic spend for 2015 was estimated at R995 per trip, but domestic spend in KZN for 2016 was higher than the national average.

#### **Foreign Spend:**

Foreign tourist expenditure is based on an entire trip, inclusive of amounts spent in their home country but accruing to South Africa, during the trip and stay at the destination. This is calculated by adding all pre-paid expenses - including airfares - and all expenses incurred in South Africa. It totalled R68.2bn in 2015.

The amount spent by foreign tourists in KwaZulu-Natal as a result of their entire trip increased from R7 201 in 2013 to R8 350 in 2014, and to R6 638 in 2015. The figures for 2016 are not yet available.

#### **Direct and Total Contribution to GDP:**

The contribution of tourism to a country's GDP or the GGP is calculated utilising the TSA measurement framework. According to STATSSA's most recent TSA document, the total value of the tourism sector to South Africa was calculated at R375.5 billion in 2015.

#### **Employment:**

Tourism employment is a measure of the number of jobs in tourism, as well as non-tourism, but related industries, in line with the TSA measurement framework. This information is not yet available for 2016, but will be calculated once the national figures have been provided. In 2015, however, it was calculated that some 1.554 million people in South Africa were employed in the tourism sector, directly or indirectly.

**Geographic Spread:**

Geographic spread relates to the average number of provinces visited by a foreign tourist during a trip to South Africa. This has for the past number of years remained comparatively stable, and was at 1.18 in 2016.

**KwaZulu-Natal Hotel Occupancy:**

Hotel occupancy information pertaining to KwaZulu-Natal is acquired from STR Global, a company which provides monthly data on hotel occupancies and other related data for a number of areas. It is worth noting that KwaZulu-Natal and its primary city, Durban, performed well during 2015, in terms of hotel occupancies.

Both KwaZulu-Natal and Durban out-performed the 2015 national occupancy rate of 62.8%.

**Air Passenger Movements:**

According to Airports Company South Africa, air passenger arrivals at KwaZulu-Natal's King Shaka International Airport in 2015 totalled 2,388,066, against 2,241,238 in 2014, an increase of 6.6%.

**Road Traffic Arrivals:**

Road traffic arrivals in KwaZulu-Natal reflected a 6.4% increase in vehicles travelling to the KwaZulu-Natal coast in 2015 when compared against figures for 2014.

**Sources of Indicator Information**

<b>Domestic Trips and Spend</b>	-	Statistics South Africa and South African Tourism quarterly survey.
<b>Foreign Tourist Arrivals</b>	-	Statistics South Africa and South African Tourism departure surveys.
<b>Foreign Tourist Spend</b>	-	South African Tourism departure surveys.
<b>Contribution to GGP</b>	-	Statistics South Africa, South African Tourism and Provincial Treasury, Tourism KwaZulu-Natal Analysis.
<b>Total and Direct Employment</b>	-	Statistics STATSSA, South Africa Tourism and Provincial Treasury.
<b>Geographic Spread</b>	-	Tourism KwaZulu-Natal Analysis; and South African Tourism departure surveys and trend analysis.

## ANNEXURE E: Technical Indicator Description

### OFFICE OF THE CEO

<b>1.1 Indicator Title</b>	<b>Unqualified audit findings on performance and financial information</b>
<b>Short definition</b>	Ensure unqualified audit on performance and finance information for the organisation
<b>Purpose/importance</b>	Provide public reporting focusing on financial and non-financial information and to prevent a disclaimer of opinion in the case of audit findings by the Auditor General
<b>Source/collection data</b>	Auditors report on financial and non-financials for the fiscal year – Organisational Annual Report
<b>Method of Calculation</b>	Auditor General’s audit opinion
<b>Data limitation</b>	Validity of performance evidence provided based on the reported output by units, miss allocation of financial information provided and the non-adherence of prescripts.
<b>Type of indicator</b>	Output
<b>Calculator type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	Unqualified audit report
<b>Indicator responsibility</b>	CEO

<b>1.2 Indicator Title</b>	<b>Number of reports submitted to Board committees and Board on the performance of coordination structures</b>
<b>Short definition</b>	On quarterly basis the entity presents the progress report on performance on driving destination marketing to the Marketing and Tourism Development committee, the Convention Bureau..
<b>Purpose/importance</b>	To provide the above mentioned stakeholders with the TKZN progress report on the implementation of the APP targets. Minutes from the Marketing and Tourism Development Committee and Convention Bureau Provincial Tourism Forum and the Working group
<b>Source/collection data</b>	Quarterly Board committees meetings where minutes, attendance registers as well as the agenda for the board committees. are issued.
<b>Method of Calculation</b>	Simple count
<b>Data Limitation</b>	None
<b>Type of indicator</b>	Output
<b>Calculator type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly

<b>New indicator</b>	Yes
<b>Desired performance</b>	Reports on driving of the destination marketing in the province.
<b>Indicator responsibility</b>	CEO

<b>1.3 Indicator Title</b>	<b>Number of reports submitted on the Provincial Tourism Forum</b>
<b>Short definition</b>	On quarterly basis the entity calls a meeting with the provincial district municipalities through the Provincial Tourism Forum (PTF) and to the Tourism Working Forum to provide status of tourism, get report on the municipalities tourism progress and to ensure interventions on the marketing of the districts. The entity prepares reports on the PTF to Board on quarterly bases.
<b>Purpose/importance</b>	Communicate marketing strategies and providing tourism update on the destination to private and public sector
<b>Source/collection data</b>	Private sector stakeholders, Provincial District Municipalities, Department of Economic Development, Tourism and Environmental Affairs as well as National Department of Tourism. Quarterly PTF meetings take place and the reports from the DM, minutes and attendance register is collated as data for the indicator.
<b>Method of Calculation</b>	Simple count
<b>Data limitation</b>	Unavailability of members to attend the PTF that can lead to cancellation/postponement of the forum
<b>Type of indicator</b>	Output
<b>Calculator type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Increase of awareness on the marketing KZN as a tourist destination
<b>Indicator responsibility</b>	CEO

<b>1.4 Indicator Title</b>	<b>Number of stakeholder engagements to provide feedback on the performance and trends in the tourism sector</b>
<b>Short definition</b>	The entity calls for a meeting/ conference where the status core on the execution of the Annual Performance Plan for the fiscal year to the tourism trade, public and private sector stakeholders in order to provide an update on the development of tourism in the province, As well as provide tourism performance information globally, nationally and provincially.
<b>Purpose/importance</b>	Communicate marketing strategies and providing tourism update on the destination to private and public sector
<b>Source/collection data</b>	Private sector stakeholders, Provincial District Municipalities, Department of Economic Development, Tourism and Environmental Affairs as well as National Department of Tourism. Data collection for this indicator is action points emanate from the meetings, the attendance register, and the invitation to the meeting.
<b>Method of Calculation</b>	Simple count
<b>Data limitation</b>	Unavailability of relevant stakeholders
<b>Type of indicator</b>	Output
<b>Calculator type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Increase of awareness on the marketing KZN as a tourist destination
<b>Indicator responsibility</b>	CEO

## TOURISM INFORMATION SERVICES

<b>2.1 Indicator title</b>	<b>Number of research reports produced</b>
Short definition	To conduct research and produce reports to assist TKZN in marketing the destination.
Purpose/importance	To enable TKZN business decisions to be made based on the research reports produced
Source/collection of data	Information and data obtained via research surveys, South African Tourism, Travel and Tourism Research Association, United National World Tourism Organization, World Travel and Tourism Council, Forward Keys, STR Global.
Method of calculation	Simple count
Data limitations	Time and budget constraints. delays in receiving the information
Type of indicator	Output

Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Aim is to ensure that research reports are used to inform marketing interventions
Indicator responsibility	Research Manager

<b>2.2 Indicator title</b>	<b>Targeted percentage increase (5%) of information dissemination, through distribution points, information offices, TKZN's mobile App as well as the website and 100 percent achievement by the end of the financial year</b>
Short definition	Ensure tourism destination information (including print and digital media) is disseminated through identified distribution points. Such physical distribution points include embassies, South African Tourism offices and to other tourism stakeholders who may require tourism information
Purpose/importance	Ensure tourism information is accessible to facilitate decision-making by tourists.
Source/collection of data	Distribution plan, website and mobile application and information offices
Method of calculation	<b><math>X=(A-B)/B*100</math></b> X is the percentage increase in information distribution A = number of tourism information collateral (brochures, maps) dissemination in the current year B = is the number of tourism information collateral (brochures, maps) disseminated during previous years
Data limitations	Availability of promotional material
Type of indicator	Non-cumulative
Calculation type	Percentage
Reporting cycle	Quarterly
New indicator	No
Desired performance	To increase the distribution of tourism information to influence tourist decision
Indicator responsibility	Information Office Manager and Senior Manager ICT

## TOURISM DEVELOPMENT

<b>3.1 Indicator Title</b>	<b>Number of tourism development studies formulated</b>
<b>Short definition</b>	To improve demand driven tourism product offering of KwaZulu-Natal through appropriate feasibility studies and investment packaging
<b>Purpose/importance</b>	Sustained growth of the tourism sector in KwaZulu-Natal through sound investment that will also ensure transformation
<b>Source/collection data</b>	Service providers appointed for the feasibility studies. The final feasibility study document produced as the data.
<b>Method of Calculation</b>	Simple count
<b>Data Limitation</b>	Budget
<b>Type of indicator</b>	Output
<b>Calculator type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Promote development of tourism products and experiences through compilation of feasibility studies
<b>Indicator responsibility</b>	General Manager: Tourism Development

<b>3.2 Indicator Title</b>	<b>Number of investment trade activities utilised for destination development</b>
<b>Short definition</b>	Number of investment exhibitions and stakeholders engagements utilised to promote tourism projects to investors, developers and tour operators
<b>Purpose/importance</b>	To market existing and potential tourism product to investors and other stakeholders
<b>Source/collection data</b>	Correspondence with the owners of the exhibitions as a follow up of the exhibition. Investment brochure.
<b>Method of Calculation</b>	Simple count
<b>Data limitation</b>	Lack/ inadequate response from exhibition owners
<b>Type of indicator</b>	Output
<b>Calculator type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Promote the investment of tourism products of the tourism sector in KwaZulu-Natal through investment prospectuses and interventions and targeted investment trade shows
<b>Indicator responsibility</b>	General Manager: Tourism Development

<b>3.3 Indicator Title</b>	<b>Number of targeted business support interventions provided for black owned tourism enterprises</b>
<b>Short definition</b>	To improve the transformation of the tourism sector in KwaZulu-Natal through interventions and targeted business support for black-owned tourism enterprises
<b>Purpose/importance</b>	Tourism is one of the least transformed sector and it is important to put direct interventions to correct the past.
<b>Source/collection data</b>	From conducting workshop, the attendance registers and the programme is used as data. In participation of black-owned tourism enterprises, the report on the interventions that have been implemented is submitted.
<b>Method of Calculation</b>	Simple count
<b>Data limitation</b>	Failure by the black owned business to provide the reports
<b>Type of indicator</b>	Output
<b>Calculator type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Transformation of the tourism sector
<b>Indicator responsibility</b>	General Manager: Tourism Development

## MARKETING DEPARTMENT

<b>4.1 Indicator Title</b>	<b>Percentage Brand Awareness from TKZN's brand omnibus survey</b>
<b>Short definition</b>	This indicator measures the percentage of people who have knowledge about KwaZulu-Natal and have at some stage engaged with the brand. .
<b>Purpose/importance</b>	Awareness tends to be a lead indicator in terms of destination performance. The assumption one makes is that once people are aware of the existence of the destination, it might spark interest making them want to visit the province, which eventually leads to tourist arrivals into the province. The more people are aware of the destination the better the likelihood of them visiting the province.
<b>Source/collection data</b>	A yearly omnibus will be done to measure awareness. Therefore the Omnibus report will be our source.
<b>Method of Calculation</b>	Calculated as a percentage of people who respond yes about knowing KZN against the total sample reached as part of the omnibus survey
<b>Data Limitations</b>	Budget constraint might impact sample size, thereby impacting statistical significance of data. In addition, people might not necessarily want to respond to the omnibus questions.
<b>Type of indicator</b>	impact
<b>Calculator type</b>	Non-cumulative
<b>Reporting cycle</b>	Annual

<b>New indicator</b>	Yes
<b>Desired performance</b>	Increased destination awareness and growth in tourism numbers
<b>Indicator responsibility</b>	GM Marketing

<b>4.2 Indicator Title</b>	<b>Number of packages negotiated for promotion</b>
<b>Short definition</b>	Strategic relationships will need to be forged with trade to ensure that we influence the packages we market to our target market.
<b>Purpose/importance</b>	To influence tourist arrivals into the province. Packages are aimed at enticing customers to come to the province.
<b>Source/collection data</b>	Evidence of deals negotiated and appearing on our marketing campaigns.
<b>Method of Calculation</b>	Evidence of deals negotiated
<b>Data Limitations</b>	Trade not coming on board.
<b>Type of indicator</b>	Output
<b>Calculator type</b>	Non accumulative
<b>Reporting Cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired performance</b>	Increase in Tourist arrivals
<b>Indicator responsibility</b>	GM Marketing

## CONVENTION BUREAU

<b>5.1 Indicator Tittle</b>	<b>Number of bids submitted to business event owners for hosting in KwaZulu-Natal</b>
<b>Short definition</b>	The entity submits bid proposals in order to increase KZN's chances of hosting meetings, incentives exhibitions and congresses
<b>Purpose/importance</b>	By increasing business event tourism flow to KwaZulu-Natal, TKZN will be able to increase the level of tourism spend, develop the image of KwaZulu-Natal as a tourism destination, develop capacity in certain professional fields, showcase KZN's achievements in certain industries, encourage networking amongst KZN and international stakeholders and lobby for the mobilisation of long lasting legacy projects. In addition it will be able to encourage business event organisers to employ or empower youth and SMMEs through such gatherings. Additionally, they could be encouraged to include pre and post tour's to rural and township destinations in KwaZulu-Natal.
<b>Source/collection data</b>	The bid document and the proof submission of the bid
<b>Method of Calculation</b>	Simple count
<b>Data limitation</b>	Failure of business event service providers to confirm receipt of bid
<b>Type of indicator</b>	Output
<b>Calculator type</b>	Non accumulative
<b>New indicator</b>	Quarterly
<b>Desired performance</b>	Increase number of events hosted so as to grow the Gross Domestic Product (GDP) for the province
<b>Indicator responsibility</b>	Chief Convention Bureau Officer

<b>5.2 Indicator Title</b>	<b>Number of interventions given to black owned SMME businesses in business events</b>
<b>Short definition</b>	To specifically empower and transform the KwaZulu-Natal Business Events Industry, by mobilising mentorship interventions to grow the number of Black owned professional conference organisers, exhibition organisers, destination management companies and incentive organisers. These interventions will include workshops, sponsoring or sourcing funding for such SMMEs to include business event trade shows and registering such SMMEs for training to secure professional credentials in this field.
<b>Purpose/importance</b>	Transformation and development of the business events industry in KwaZulu-Natal.
<b>Source/collection data</b>	Workshops where attendance registers are produced, and proof of registration and the participation report/letter from the SMMEs that participate at the trade shows.
<b>Method of Calculation</b>	Simple count of support initiatives
<b>Data limitation</b>	No limitations
<b>Type of indicator</b>	Output
<b>Calculator type</b>	Non accumulative
<b>New indicator</b>	Quarterly
<b>Desired performance</b>	To transform the business tourism sector by including participation of black owned enterprises
<b>Indicator responsibility</b>	Chief Convention Bureau Officer

## PR AND COMMUNICATIONS

<b>6.1 Indicator Title</b>	<b>Rand value of positive destination media coverage received globally</b>
<b>Short definition</b>	To generate positive media coverage for KZN through various media engagements nationally and internationally.
<b>Purpose/importance</b>	To build a positive destination image through media partnerships and other leveraging opportunities
<b>Source/collection data</b>	Media monitoring report
<b>Method of Calculation</b>	Rand value
<b>Data limitation</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculator type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Positive destination coverage
<b>Indicator responsibility</b>	Senior Manager

<b>6.2 Indicator Title</b>	<b>Number of KZN corporate events hosted</b>
<b>Short definition</b>	To strengthen stakeholder relations with TKZN strategic partners
<b>Purpose/importance</b>	To build stronger strategic relations such as medial, private sector and government with keys stakeholders.
<b>Source/collection data</b>	Post communication from hosted stakeholder as well as the pictures.
<b>Method of Calculation</b>	Simple count
<b>Data limitation</b>	Cancellation of event by event owners
<b>Type of indicator</b>	Output
<b>Calculator type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>New indicator</b>	New Indicator
<b>Desired performance</b>	Enhance destination brand awareness
<b>Indicator responsibility</b>	Senior Manager

<b>6.3 Indicator Title</b>	<b>Number of service excellence incentive programme conducted</b>
<b>Short definition</b>	The entity conducts the Lilizela service excellence awards to incentivize and recognize tourism businesses for rendering excellent service and customer care to KZN tourists.
<b>Purpose/importance</b>	To recognize and celebrate, for their contribution to KZN's global competitiveness, and for growing tourism's contribution towards the GDP and overall job creation.
<b>Source/collection data</b>	Report on the Lilizela Service Excellence awards and the evidence of the occurrence of the event
<b>Method of Calculation</b>	Simple count
<b>Data limitation</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculator type</b>	Non-cumulative
<b>Reporting Cycle</b>	Annual
<b>New indicator</b>	No
<b>Desired performance</b>	More KZN tourism products to be recognised nationally for their excellent service in order to improve service excellence
<b>Indicator responsibility</b>	Senior Manager

<b>6.4 Indicator Title</b>	<b>Number of tourism stakeholder roadshows conducted in partnership with District Municipalities</b>
<b>Short definition</b>	Stakeholder engagement through workshops open to the relevant stakeholders
<b>Purpose/importance</b>	To ensure synergies of KZN marketing and promotion efforts throughout the province.
<b>Source/collection data</b>	Attendance registers
<b>Method of Calculation</b>	Simple count
<b>Data limitation</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculator type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Coordinated and improved partnerships with district municipalities as well as to build a strong relationships with tourism stakeholders across the province to create synergy within the tourism sector
<b>Indicator responsibility</b>	Senior Manager

## CORPORATE SERVICES

<b>Indicator Title</b>	<b>Percentage of signed performance agreements</b>
<b>Short definition</b>	This is the percentage of employees who have signed performance agreements
<b>Purpose/importance</b>	To ensure the commitment from the contractual obligation of the employees which entails the job description deliverables
<b>Source/collection data</b>	Information is collected from the performance agreements, through the register that get signed on submission of performance agreement
<b>Method of Calculation</b>	$X=A/B*100$ X is the percentage of the employees who have signed the performance agreement and or who have completed performance assessments A is the number of employees who have signed their performance agreement and completed their assessments B is the total number of employees in TKZN
<b>Data Limitation</b>	No
<b>Type of indicator</b>	Output
<b>Calculator type</b>	Non-accumulative
<b>Reporting Cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	compliance to the contractual obligation by employees
<b>Indicator responsibility</b>	Senior Manager: Human Resources and Administration

<b>Indicator Title</b>	<b>Percentage of signed performance assessments</b>
<b>Short definition</b>	This is the percentage of employees who have signed performance assessment
<b>Purpose/importance</b>	Staff performance management is done to enhance the organizations effectiveness and efficiency.
<b>Source/collection data</b>	From the performance agreements, training needs are identified to train staff members in line with the strategic objectives for organisation and the individual developmental needs. At the end of the fiscal the annual assessments are conducted
<b>Method of Calculation</b>	$X=A/B*100$ X is the percentage of the employees who have signed the performance agreement and or who have completed performance assessments A is the number of employees who have signed their performance agreement and completed their assessments B is the total number of employees in TKZN
<b>Data Limitation</b>	No

<b>Type of indicator</b>	Output
<b>Calculator type</b>	Non-accumulative
<b>Reporting Cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Ensure efficient performance levels by staff members
<b>Indicator responsibility</b>	Senior Manager: Human Resources and Administration

<b>Indicator Tittle</b>	<b>Number of training interventions conducted as per the annual workplace skills plan</b>
<b>Short definition</b>	provision of work related competency skills training
<b>Purpose/importance</b>	TO enhance employee performance through closing skills gaps and optimizing on excellence.
<b>Source/collection data</b>	Source from the Work Skills Plan (WSP) Attendance registered from the training activities conducted and certificated issued at training
<b>Method of Calculation</b>	Simple count
<b>Data limitation</b>	No limitation
<b>Type of indicator</b>	Output
<b>Calculator type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	To enhance skills of the employees and improve effective performance for the organisation
<b>Indicator responsibility</b>	Senior Manager: Human Resources and Administration

<b>Indicator Title</b>	<b>Percentage of procurement budget ringfenced for PDIs through competitive bidding to contribute to transformation</b>
<b>Short definition</b>	Procure goods and services from companies owned by previously disadvantaged individuals (PDIs) as defined in the BBBE framework
<b>Purpose/importance</b>	Empower black owned business to achieve inclusive economy
<b>Source/collection data</b>	transformation reports submitted to board committees
<b>Method of Calculation</b>	$X=A/B*100$ X is the percentage of the procurement from companies owned by PDIs A is the rand value of procurement from PDI owned companies B is the rand value of total procurement done through competitive bidding
<b>Data limitation</b>	Information available in the Central Supplier Database (CSD) lacks crucial information on PDI information
<b>Type of indicator</b>	Output
<b>Calculator type</b>	Percentage
<b>Reporting Cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	Achieve planned percentage to procure goods and services from the previously disadvantaged individuals in order to contribute towards transformation
<b>Indicator responsibility</b>	Chief Financial Officer