

TOURISM



GAUTENG

it starts here

ANNUAL REPORT

2020/21

GAUTENG TOURISM AUTHORITY





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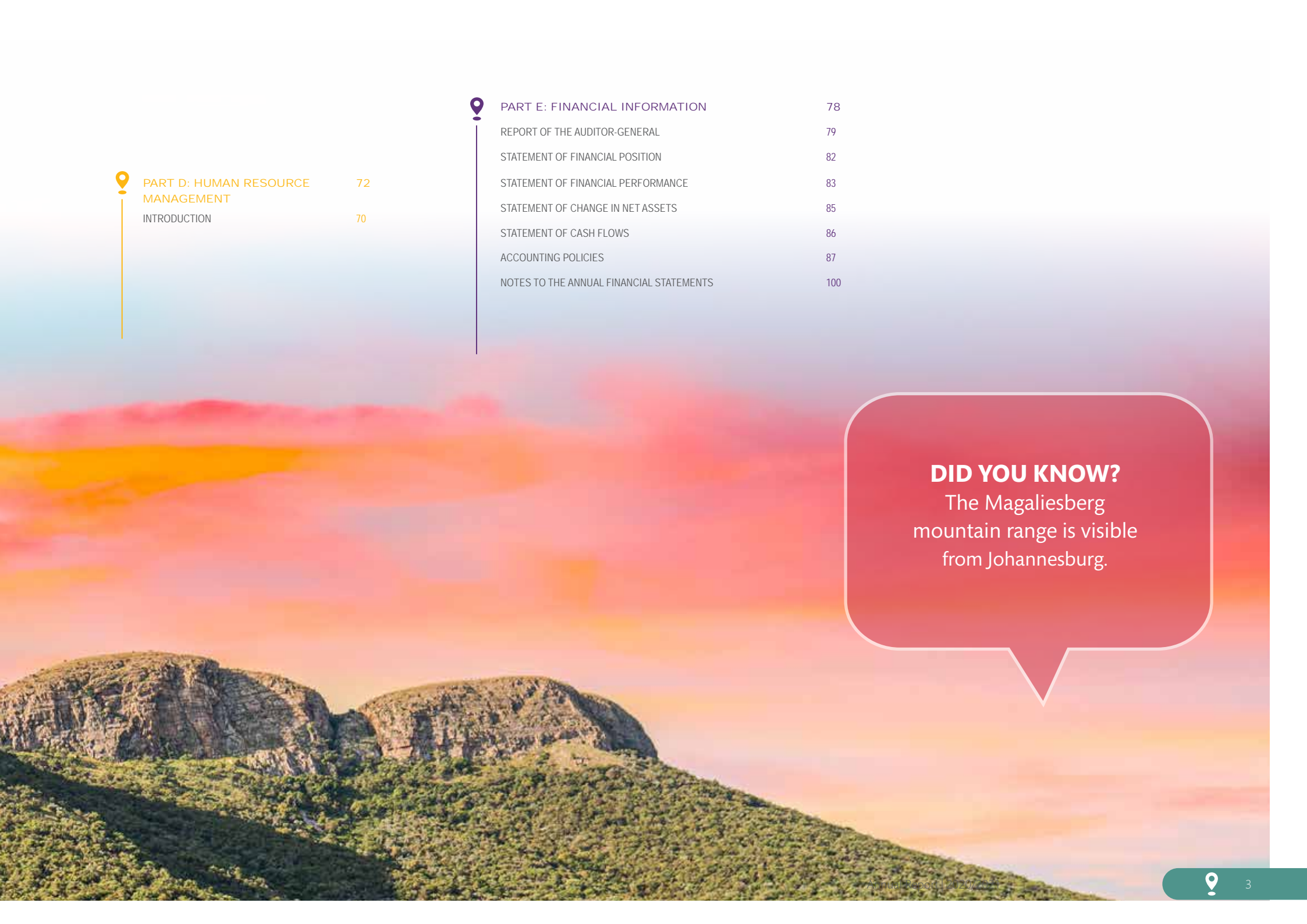
Magaliesberg



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DID YOU KNOW?
 The Magaliesberg
 mountain range is visible
 from Johannesburg.



PART A

GENERAL INFORMATION



Maropeng



GAUTENG TOURISM AUTHORITY

GENERAL INFORMATION

REGISTERED NAME: Gauteng Tourism Authority
PHYSICAL ADDRESS: 124 Main Street
Marshalltown
Johannesburg
South Africa
POSTAL ADDRESS: PO Box 155
Newtown
2113
TELEPHONE NUMBER/S: (011) 085-2500
EMAIL ADDRESS: info@gauteng.net
WEBSITE ADDRESS: www.gauteng.net
BANKERS: FNB
SA Reserve Bank

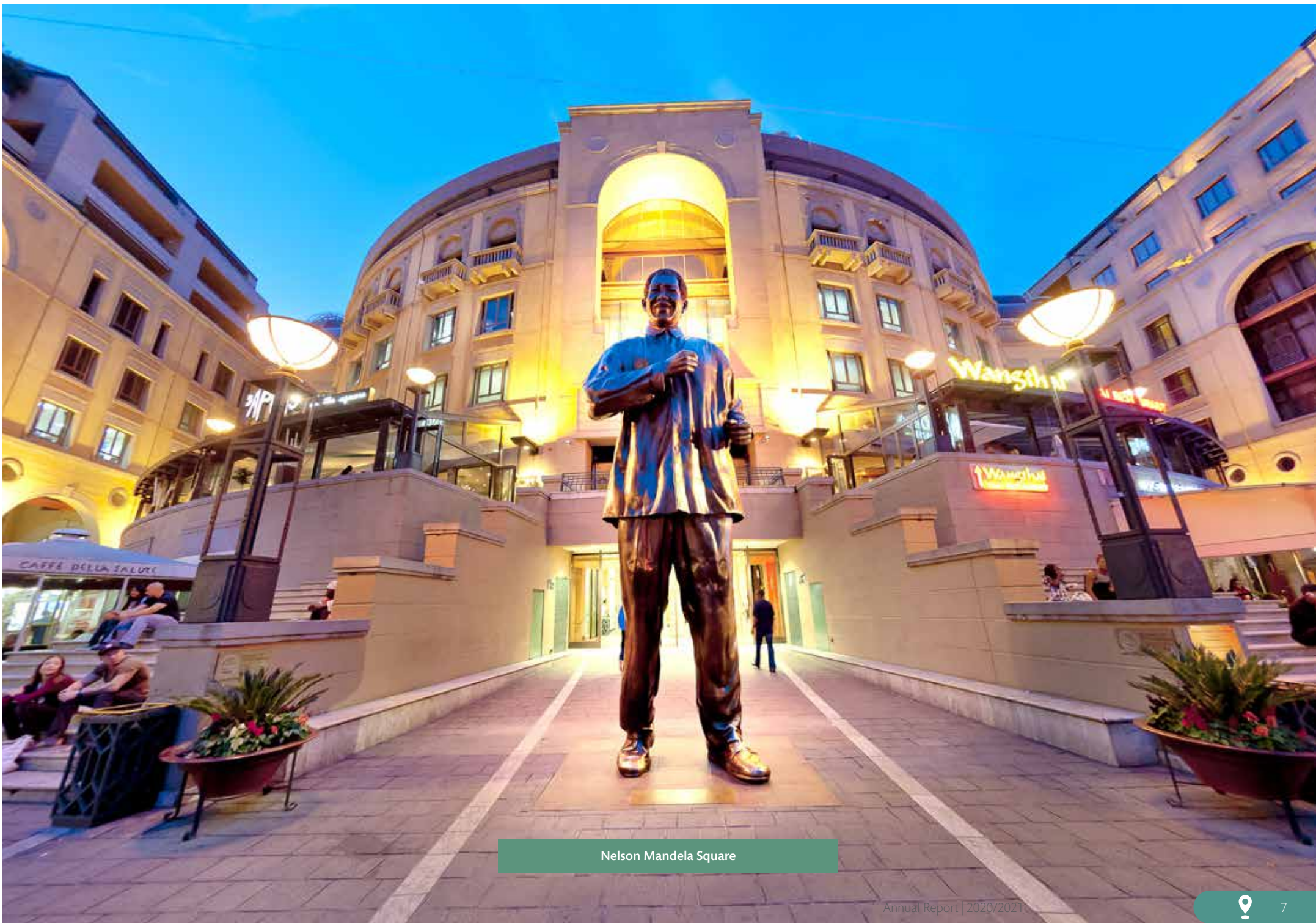
Dinokeng Game Reserve

LIST OF ABBREVIATIONS/ACRONYMS

Acronyms	Description
ACSA	Airports Company South Africa
AFS	Annual Financial Statements
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
B-BBEE	Broad-Based Black Economic Empowerment
BRICS	Brazil, Russia, India, China, and South Africa
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CoHWHS	Cradle of Humankind World Heritage Site
CRM	Customer Relationship Management
CSD	Central Supplier Database
DMO	Destination Marketing Organisation
FMPPI	Framework for Managing Programme Performance Information
FY	Financial Year
GCR	Gauteng City Region
GDED	Gauteng Department of Economic Development
GEP	Gauteng Enterprise Propeller
GPT	Gauteng Provincial Treasury
GTA	Gauteng Tourism Authority
HR	Human Resources
IAGR	International Association of Gaming Regulators
KPA	Key Performance Area
KPI	Key Performance Indicator

Acronyms	Description
MEC	Member of Executive Council
MICE	Meetings, Incentives, Conventions and Exhibitions
MTEF	Medium Term Expenditure Framework
MTSF	Mid-Term Strategic Framework
NDP	National Development Plan
OHSA	Occupational Health and Safety Act
OHS	Occupational Health and Safety
PFMA	Public Finance Management Act
REP	Request for Event Proposal
SADC	Southern African Development Community
SAPS	South African Police Service
SAT	South African Tourism
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plan
SMME	Small, Medium and Micro Enterprises
SSA	Statistics South Africa
TBCSA	Tourism Business Council of South Africa
TER	Township Economic Revitalisation
TMR	Transformation, Modernisation and Re-industrialisation
TR	Treasury Regulation
UNWTO	United Nations World Tourism Organisation
VFR	Visiting Friends, Family and Relatives
VIC	Visitor Information Centre





Nelson Mandela Square



GTA performed well, achieving its annual performance targets.

FOREWORD BY THE CHAIRPERSON

Sixteen months since SARS-Cov-2 first penetrated our shores, we - together with the rest of the world - experienced the swift and devastating impact that COVID-19 wrought on global economies. Justifiably, South Africa necessitated urgent action to flatten the curve and reignite economic activity.

The 2020/21 financial year represented one of the greatest health and economic challenges that we have faced in our times. When the upheaval occasioned by the COVID-19 pandemic saw the world restricted to travel, the tourism industry was one of the first sectors to be deeply impacted, as measures introduced to contain the virus led to a near-complete cessation of tourism activities. The lockdowns imposed from March 2020, had a decimating impact on the tourism sector in Gauteng, having unprecedented effects on employment and businesses in the sector.

For an agency like the Gauteng Tourism Authority (GTA), with a mandate to position Gauteng province as a globally competitive tourism destination, COVID-19 undoubtedly changed everything. Yet the manner in which the agency was able to adapt and pull together in the face of an unprecedented crisis has shown the depths of its resolve to develop and support programmatic interventions that continue to enhance Gauteng's attractiveness as a business and leisure tourism destination.

During the year under review, the GTA ushered in a new Board with a re-imagined strategic positioning for the Agency focused on resuming the recovery of the tourism sector, with has experienced a 76% decline in revenues. As we now cast our attention towards creating a more resilient and sustainable future, two things are clear - the first is the indisputable realisation of the knock-

on impact the disruption of tourism and travel has had on our wider economy. This is evidence of the breadth and depth of the value our industry brings to the communities in which we operate and serve. The second realisation is that the path to rebuilding and reimagining the travel and tourism sector will require deeper structural transformation initiatives focused on sustainability and capacity building. The United Nations World Tourism Organisation (UNWTO) expects our sector to return to pre-pandemic levels only in 2023.

GTA attended to accelerating the development and implementation of the Gauteng Tourism Recovery Plan as part of the revised Annual Performance Plan. Furthermore we were at the forefront in support of additional sector masterplans for tourism recovery as well as government efforts to ensure economic recovery. The agency was actively involved in initiatives that ranged from hyper-local community interventions, through to broader domestic tourism awareness, as well as hosting Biologically Safe Environment (BSE) events which provided a great boost to the economy during these uncertain times.

That said, the GTA performed well during the year under review, achieving its annual performance targets. The achievements are evidenced in this Annual Report. The FY2020/2021 also marks yet another clean audit outcome for GTA. It is the seventh consecutive clean audit for GTA's management team and the Board, and we admirably attribute this to the agency's well-considered actions and intervention plans as we navigated through a changing environment. On this firm foundation and a with a renewed passion, we will continue to churn more innovative tourism interventions to ensure that this impressive trajectory is maintained.



Being fully aware of the challenges we all faced, I strongly believe that the long track record of the GTA, together with the commitment of its staff, will help us reconstruct confidence in the agency, challenge pre-established models and define ambitious as well as quantifiable goals in order to implement effective action plans. Looking to the future, GTA will seize the opportunity brought by the challenges to conduct a holistic and thorough review of its strategic positioning and internal system controls. Furthermore, as part of our mission to promote tourism as a key element to increase the competitiveness of Gauteng as a tourism destination, we will implement on the revised Destination Gauteng

Brand Strategy and our overall tourism promotion and investment strategies are positioned to revitalise the brand and drive long-term, sustainable tourism growth. The sector is poised to explore other avenues of growth, including digitisation and the enhancement of more niche service offerings. The ongoing support from the government through the vaccination roll-out programme at the end of 2020, also provided an inflection point and grounds for optimism for the future. Together with improved testing regimes and the use of digital tools to facilitate mobility, vaccinations are expected to stimulate consumer confidence and hasten the easing of travel restrictions in the second half of 2021.

It has been a tumultuous year, and a period of immense difficulty. Yet, the experience of the past 12 months has shown once again that, however great the challenge, the extraordinary spirit of Gauteng always shines through. On behalf of the Board, I extend our appreciation to the Acting CEO, Mr Barba Gaoganediwe, and his leadership team for their commitment to strengthen performance and governance systems during turbulent times. Our sincere thanks also go to the GTA management and staff for their continued efforts to implement and deliver on the GTA's mandate in a sustainable manner with the steadfast support.

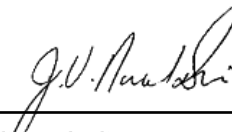
In the immediate term, we are leveraging the clarity and wisdom that comes through crisis. This marks an opportunity for us to rethink tourism for the future and put robust measures in place that will shape the sustainability of both our business and the communities around us.

The GTA's recovery response is centred on galvanising our efforts to three critical areas: Stimulating sustainable travel in balance with local communities and the environment, building capacity, and improved travel facilitation in line with the anticipated market demand for unique, authentic and less congested travel experiences

We are blessed to call Africa home. With abundant natural resources, heritage sites, and cultural diversity, Africa, South Africa, and Gauteng remain a globally compelling tourism proposition.

The global call for solidarity has resonated with all of us. We are seizing this moment to redouble our pledge to Our People and Our Planet. This is our moment to do more, to Build Back Better and be a mirror of the society we want to live in. We move forward, in the same spirit as we began, with the determination to be on the right side of history and advance the march of society's progress.

We have weathered many storms in the past, and we have always emerged stronger. With determination, resilience, and our can-do spirit, we look forward to Gauteng emerging into a new era of growth and prosperity for our tourism industry, and to the future success of the economy of this extraordinary global city region.



Ms. Judi Nwokedi
Chairperson of the Board
Date: 16 August 2021



CURRENT BOARD OF DIRECTORS



JUDI NWOKEDI
CHAIRPERSON OF THE BOARD



THENDO RATSHITANGA
DEPUTY CHAIRPERSON OF THE BOARD,
CHAIRPERSON OF THE MARKETING
COMMITTEE



SHIRLEY KOAHO
CHAIRPERSON OF THE SOCIAL,
ETHICS AND GOVERNANCE
COMMITTEE



MICHAEL SASS
CHAIRPERSON OF THE AUDIT
AND RISK COMMITTEE



GUGU NKABINDE
MEMBER OF THE BOARD



COLLEN MPYANE
MEMBER OF THE BOARD



MMATSATSI RAMAWELA
MEMBER OF THE BOARD



ERROL MAGERMAN
MEMBER OF THE BOARD



DAN LEHUJO
MEMBER OF THE BOARD



LOUIS SEECO
MEMBER OF THE BOARD



BARBA GAOGANEDIWE
ACTING CHIEF EXECUTIVE OFFICER



FORMER BOARD OF DIRECTORS



NOMUSA MUFAMADI
CHAIRPERSON OF THE BOARD



DR LULAMA ZITHA
DEPUTY CHAIRPERSON OF THE BOARD,
CHAIRPERSON OF THE SOCIAL, ETHICS
AND GOVERNANCE COMMITTEE



MICHAEL SASS
CHAIRPERSON OF THE AUDIT
AND RISK COMMITTEE



MUDITAMBI RAVELE
CHAIRPERSON OF THE
MARKETING COMMITTEE



JOLIDEE MATONGO
MEMBER OF THE BOARD



JULIA SEKHITLA
MEMBER OF THE BOARD



DESMOND GOLDING
MEMBER OF THE BOARD



MOROESI CHILOANE
MEMBER OF THE BOARD



YOLAND KONA
CHIEF EXECUTIVE OFFICER

FOREWORD OF THE ACTING CHIEF EXECUTIVE OFFICER



GTA **achieved** its targets and – in some instances – **overachieved** as outlined in the **FY2020/2021 Annual Performance Plan Report**.

“Part of the interventions implemented by the GTA in the period under review included a protracted programme of stakeholder engagement through targeted webinars to collectively institutionalise ‘the new normal’.”

Tourism is not a primary export item (like coal, copper, and iron ore) that adds little value, but is – instead – a final good with multiplier effects. This means that all the final touches (value) have to be added in the destination – be it a taxi ride from the airport, a basket of fruit or flowers in the hotel room, wildlife viewing, binocular rental, a night-out experience with ama-piano sounds, hot air balloon ride, flight simulator experience, or a meal in a township restaurant.

Accordingly, this means that the value added in final stages of production is created in South Africa as represented by its provinces and sprawling cities. The consumption of travel takes place over one’s lifetime. A holiday taken today does not reduce the demand for the holiday next year, next month, or next weekend. This means that the potential market for tourism will continue to grow.

Despite the above undisputed facts and inherent realities associated with the visitor economy, the year under review represented a complete turn of events with the sector reaching unprecedented low levels of growth, no revenues, and severe job losses as a result of the novel Coronavirus that spread throughout the world.

Global tourism markets went into freefall when the COVID-19 pandemic forced the closure of all borders, major local establishments, and attractions and left the sector in an equal state of disaster, making it the worst affected sector and possibly the last to recover from the pandemic.

This situation forced the Gauteng Tourism Authority (GTA) to re-set its plans and quickly pivot towards a digital ecosystem that embraces stakeholder-centric actions and heightened agility in recovering, reimagining, and reigniting the sector.

Part of the interventions implemented by the GTA in the period under review included a protracted programme of stakeholder engagement through targeted webinars to collectively institutionalise ‘the new normal’. The objectives of these sessions were: to engage provincial tourism stakeholders in relation to efforts on the gradual reopening of the sector, to intensify uptake of solidarity programmes of the government, and the immediate inclusion of partners in these plans of reopening through the risk-adjusted strategy of government.

Guided by these swift responses and the overwhelming support and participation of all the stakeholders, the GTA repurposed its operations and tactical strategies for digital channels which became the mainstay of our delivery model and business continuity in the year under review. The Authority was able to implement this work through its three programmes, destination marketing, business events, and destination management and development which transitioned from visitor services.

Despite operating in this new environment, and with little to no knowledge of what to expect, the GTA achieved its targets and – in some instances – overachieved as outlined in the FY2020/2021 Annual Performance Plan Report. The GTA led the work to position Gauteng as a preferred destination for biologically secured and safe events (bio-bubble) as we embraced new ways of staging quality global, regional, national, and local events.



General financial review of the Authority

The financial statements reflect the financial position of the Authority as at 31 March 2021 and the results of its operations for the year under review are summarised as follows:

	Budget R'000	Actual R'000	Deviation %
INCOME	117,767	108,039	8%
Grant – Department of Economic Development	97,850	97,850	0%
Conditional Grant – National Department of Tourism (Tourism Monitors Project)	15,941	6,022	62%
Conditional Grant – Department of Small Business Development (Relief funds)	2,476	2,284	8%
Interest	1,500	1,870	-25%
Gains on disposal of assets	0	12	0
EXPENDITURE	114,767	81,835	29%
Destination Marketing	15,152	3,584	76%
Events Marketing	3,659	2,319	37%
Destination Management and Development	20,041	10,714	47%
Administration	75,915	65,218	14%
Surplus/(Deficit) for the year excluding capital expenditure	3,000	26,203	-773%
Capital Expenditure	3,000	253	92%
Surplus/(Deficit) for the year including capital expenditure	0	25,950	0

Spending Trends of the Authority

The expenditure of the Authority has been steadily increasing since the 2017/18 financial year in which the GTA spent 90.5% of its budget. This increased drastically to 102% during the 2018/19 budget.

Unfortunately, since the 2019/20 and now the 2020/2021 financial years the GTA spent dropped to 69.7% of its budget. This was due to the devastating effect of COVID-19 pandemic on the implementation of activities that were planned which had to be suspended, cancelled, or postponed due to the government risk-adjusted strategy to manage the rising infections.

The GTA budget spend is directed to projects that are aimed at transforming the tourism sector in Gauteng, mainstream township tourism offerings, promote inclusive growth, and support targeted integrated brand communications and marketing initiatives that ignite demand for differentiated Gauteng tourism products and services.

We continue to allocate a sizable portion of our budget to initiatives aimed at positioning destination Gauteng as a Convention's City with consistent business events calendar. New tourism products development, and the infusion of the creative sector into the destination marketing and development content and story, is another key cost driver fuelling sustainable tourism practices.

Capacity constraints and challenges facing the public authority

The GTA in the year under review continued to experience serious capacity and staffing challenges with the vacancy rate still at over 28%. We have used the 2020/2021 financial year to transition back into the GTA the tourism supply functions to complete the requirements of the Gauteng Tourism Act.

Despite this move towards rationalising all the tourism functions back into the GTA, the budget outline over the Medium Term Expenditure Framework (MTEF) for the Authority is a major concern as it still doesn't allow for full capacitation of the organisation.

To mitigate this challenge, the GTA has finalised its Sustainability Strategy to cushion the effect of reduced budgets and dwindling public purses. We have reallocated our internal staff to these new work areas as this work represents an important milestone in our quest to use tourism as a catalyst for socio-economic development and inclusive growth (as espoused in the Growing Gauteng Together vision 2030).

Through the support of the new GTA Board of directors, the Agency has been able to identify and prioritise the filling of critical vacancies (some identified by the Auditor General in the past audit as a going-concern). Supply chain officers, Internal audit and enterprise risk, financial management, brand communications, and events support are some of the areas we will be capacitating in the 2021/2022 financial year.

Discontinued activities and new or proposed activities

There were no activities discontinued or planned to be discontinued in the financial year period under review. Similarly, there were no new or proposed activities introduced as we continued to battle with protecting current tourism jobs, improving tourism revenues in the midst of COVID-19, and exploring new ways of fast tracking new sustainable tourism jobs into the future.

Requests for roll over of funds

The Authority submitted its request to retain the surplus for the 2019/20 financial year. The Gauteng Treasury approved a retention of only R4,149 million, and required the Authority to pay back the remaining surplus of R22,559 million. The GTA has paid the 2019/20 surplus back to Gauteng Treasury during the 2020/21 financial year.

The GTA will be submitting a request for the retention of the 2020/21 surplus, of which Gauteng Treasury response is anticipated to be received in December 2021.

Supply Chain Management

As indicated above, this is an area of work that needs further strengthening with regard to human resource capacity. During the year under review, no major operational, legislative, or system challenges were experienced within this unit. The GTA SCM processes and systems are fairly robust and very much aligned to the country's and province's supply chain frameworks. The GTA has functional Bid Specifications, Evaluation, and Adjudication Committees. Similarly, supply chain systems and procedures are in place to prevent irregular, fruitless, and/or wasteful expenditure. Where irregular, fruitless, and/or wasteful expenditure occurs, the GTA systems are able to identify and report on these as demonstrated in the year under review.

All concluded unsolicited bid proposals for the year under review

There were no unsolicited bids in the year under review.

Challenges experienced and resolved

Key challenges experienced in the period under review include the provision of remote working tools to all staff due to the fact that the country continued to battle with ever-rising infections of COVID-19 virus.

Our limited human resources were severely stretched as we continued with the task of providing relief to the sector while simultaneously igniting demand and encouraging stakeholders to collectively reimagine tourism recovery under the new normal.

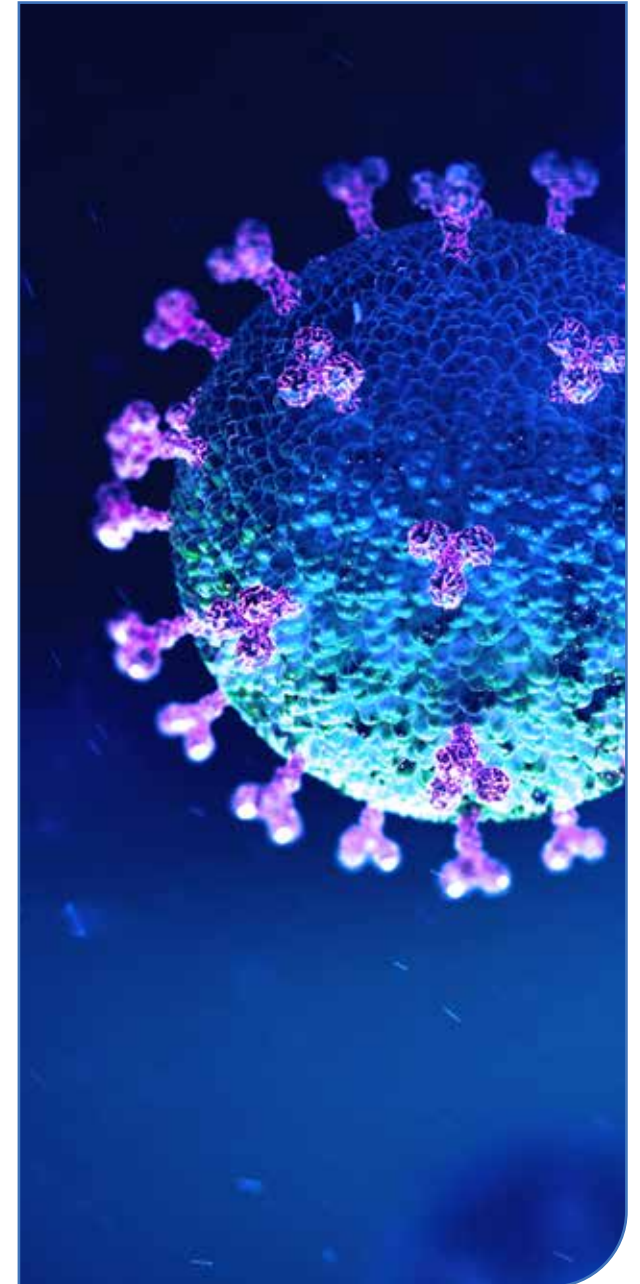
The GTA concluded the process of integrating the tourism supply functions back into the Agency's operations (despite not having received the required human resources to match the expected work output). Through the guidance and stewardship of our Board, the Authority started (in the year under review) the process of developing an integrated human capital strategy in line with our vision of becoming a learning organisation that is customer centric, outcomes driven, and sustainable.

Adapting our human resources, communications, and supply chain policies to respond to the demands of current and post-COVID-19 work requirements remains a critical challenge for the organisation. To that effect, the GTA has started the process of developing – amongst others – a remote working policy framework, partnership policy, and the adjustment of our cell phone and data policy to be in line with our always-on digital operations.

Audit report matters in the previous year and how they would be addressed

The GTA obtained a clean audit report in the previous financial year with no significant findings. In line with established best practices and prudent governance and management of the public resources, the Authority developed an audit action plan to ensure continuous improvement of the internal control environment in order to prevent a regression in the audit report. We reported progress recorded on a quarterly basis to the Audit and Risk Committee, the Board, and GDED.

“The GTA obtained a clean audit report in the previous financial year with no significant findings.”



Annual Report | 2020/2021 Outlook/plans for the future to address financial challenges

Through its business strategy redesign process, the GTA is paying special attention to organisational sustainability. With the continued decrease in its allocations over the METF, the leadership of the Authority is driving a new organisational design process that is aimed at leveraging private and community sector resources. The GTA is also focussed on strengthening our value proposition in order to be a valuable resource and aggregator of note in tourism development, management, and promotion in the Gauteng City Region.

This process will be anchored by the Sustainability, revised Bidding and Hosting (Business Events) and Destination Brand Communications Strategies that have been concluded in the year under review and are now ready to be socialised and implemented together with the social partners.

While the spread of COVID-19 has resulted in the total cessation of the travel and tourism industry, it also brought in new opportunities for the sector and its marketing efforts. These opportunities are in the digital marketing and technology sectors, local manufacturing value-chain, and the repurposing of the various businesses and supply processes to adapt to the new tourism delivery methods. The pandemic also brings opportunities for the sector to strengthen the supply side with improved health protocols and measures across our facilities, products, and experiences.

Events after the reporting date

The tourism supply functions are now under the auspices of the GTA – including the Garankuwa Hotel School, which is the province's community based hospitality and tourism resource. The inclusion of these areas of work into the GTA's operations will require a reallocation and adjustment of the GTA budget baseline in order to reflect this critical areas.

The country is still under the National State of Disaster (due to the COVID-19 pandemic) with the government risk-adjusted strategy allowing for periodical closure and opening of the sector based on the virus trajectory first and now based on the vaccine roll-out process.

The recent looting and unrests in some parts of the province and in KwaZulu-Natal had a devastating impact not only on the business confidence, but on the brand reputation and country's competitiveness in the global market space. The consequences of these unfortunate events are that more and more tourism enterprises – especially those in key township tourism hubs – need to be assisted in order to rebuild and recover. More work needs to be done to improve the image of the destination, and this will require additional resources and collaborations.

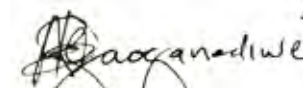
Performance bonuses

In the period under review, the GTA concluded all the outstanding performance bonus payments and related disputes. The Agency implemented its performance management systems and policies to reward, acknowledge, and encourage exceptional performance. Informed by the continued budget reductions and directives from the National Treasury, the Agency has made zero provision for performance bonus payment in the year under review.

Acknowledgement/s and appreciation

I would like to take this opportunity to thank the GTA Board of Directors (both the former and current) for their support, guidance, and leadership during the financial year under review. Sincere appreciation also goes to the GTA Executive Management Team and the entire staff (Team GTA) for their contribution to ensuring that we achieve our targets (as set on our APP with the requisite impact). Special thanks go to the Shareholders under the leadership of both the former and current MEC's and the Heads of Department for their support, stewardship, and belief in our ability to execute the mandate of Growing Gauteng Together.

There is still much work to be done in order to realise the ambitions of the Growing Gauteng Together vision 2030 plan, the Domestic Tourism Growth Strategy, and the Gauteng Tourism Sector Strategy. But, with the collaboration of all role-players across the private and public sectors, our communities who need to better appreciate the value of tourism and civil society, we are confident that we can turn tourism into a powerful engine that drives our economic recovery, job creation, and growth efforts.



Barba Gaoganeidiwe
Acting Chief Executive Officer



Nelson Mandela Bridge



All information and **amounts** disclosed throughout the Annual Report are **consistent**.

STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY

All information and amounts disclosed throughout the Annual Report are consistent. It is complete, accurate, and is free from any omissions and has been prepared in accordance with National Treasury guidelines.

The Annual Financial Statements have been prepared on an accrual basis, as well as the relevant frameworks and guidelines issued by the National and Gauteng Provincial Treasuries.

In terms of the delegations of the Accounting Authority, the Chief Executive Officer is responsible for the preparation of the annual financial statements and for the judgements made in this information. Additionally, the Chief Executive Officer is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information, and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

In my opinion, the Annual Report fairly reflects the operations, the performance information, the human resources information, and the financial affairs of the department for the financial year ended 31 March 2021.

“The Annual Financial Statements have been prepared on an accrual basis, as well as the relevant frameworks and guidelines issued by the National and Gauteng Provincial Treasuries.”

Yours faithfully

Barba Gogamediwe
Chief Executive Officer (acting)



DID YOU KNOW?

Maboneng now considered a contemporary urban space filled with the character and the charm of the older buildings that were given a second life, bringing the soul and heart of Johannesburg out through a new community of South Africans who now live, work and play in the city.

Maboneng

STRATEGIC OVERVIEW



VISION

“Gauteng is Africa’s must see, big-city region experience!”



MISSION

“To effectively, efficiently, and professionally grow the visitor economy and enhance visitors’ experiences by:

- Branding, marketing and promoting tourism in Gauteng;
- Bidding for, and hosting mega, major, significant, local and community events; and
- Providing and managing “visitor information services” to leverage tourism for inclusive socio-economic development.



VALUES



STRONG FOCUS ON TRANSFORMATION & SUSTAINABILITY

- Ensure that alternative approaches to work are effective in meeting business and individual needs
- Actively engages with strategic policy
- Delivers strategy and delivery plans using evidence based best practice
- Politically aware and identifies key players
- Implement programmes according to the B-BBEE scorecard
- Cultivate healthy business relationships while scrupulously avoiding conflict of interest



INTEGRITY & ETHICAL BUSINESS PROCESSES

- Honesty in all one’s dealings
- Consistency in decision making
- Impartiality
- Fairness
- Advancing the goals/ values of Gauteng Tourism Authority
- Acting in good faith and in the best interest of Gauteng Tourism Authority
- Display high-level discipline
- Be reliable and trustworthy in carrying out assignments and responsibilities in an impeccable manner





PROFESSIONALISM & EXCELLENCE

- Keeping the industry informed
- Changing mindsets
- Modelling the way
- Creating an enabling and challenging environment
- Sensitivity to the environment
- Plan, organise and control to achieve results effectively
- Showing consistency at all times
- Challenging the hearts and the minds, and the status quo
- Facilitation, coaching, motivating and developing skills



PASSION

- Strive for continuous improvement of efficiency and results
- Knowledge of the external/internal environment
- Strive for optimisation of all resources
- Be part of the solution and not the problem; the front runner; an activist for socio-economic justice; creative and a catalyst for change
- Take initiative and act proactively to prevent crisis
- Revise current practices and procedures, and come up with meaningful suggestions
- Implement procedures for effective inter-role accountability
- Challenge the status quo; and focus on the environment and
- Look at new ideas for empowerment
- Creative ideas on how to break down silos



COMMITMENT TO PROGRESSIVE CORPORATE GOVERNANCE

- Display good manners
- Comply with all applicable Gauteng Tourism Authority policies
- Sound application of corporate governance principles as it applies to Gauteng Tourism Authority (King IV Report)
- Stay abreast with current legislation and tendencies in the external environment
- Sound knowledge of internal policies/procedures, and ensuring that they are understood and applied correctly at all times
- Accept accountability and responsibility for own actions and performance



ALLIANCE & PARTNERSHIP

- Build a competent, empowered, high-performance team committed to an inspired, shared vision
- Build an environment conducive to high performance
- Ensure trust, respect and acceptance
- Ensure openness and transparency
- Ensure clarity on roles and allocated areas of responsibility
- Alignment of stakeholders to the vision of Gauteng Tourism Authority
- Positive feedback from stakeholders, which includes staff members
- Empower people to enable delivery of service excellence
- Prompt delivery of quality service
- Enthusiastic, passionate commitment to customers
- Going the extra mile
- Showing empathy
- Care for stakeholder both internal (staff) and external



Gold Reef City

LEGISLATIVE AND OTHER MANDATES

Legislative mandate

The national Tourism Act (3 of 2014) provides for the effective domestic and international marketing of South Africa as a tourist destination; promotion of growth in development of the tourism sector; and responsible tourism, which, inter alia, seeks to generate greater economic benefits for local people and host communities. Aligned to the Tourism Act are several provincial tourism agencies, such as the GTA.

The Gauteng Tourism Act (10 of 2001), (the Act) provides for the establishment of the GTA as a legal person and provincial public entity (read with Schedule 3C of the PFMA). The Act sets out the powers and duties of the GTA, i.e., its legislative mandate, which includes that GTA must:

- Promote and develop tourism in Gauteng.
- Encourage the sustainable development, provision, and improvement of tourist amenities.
- Establish guidelines for tourism development; initiate and implement activities and actions nationally and internationally to attract tourists to Gauteng.
- Develop strategic and business partnerships and other co-operative activities with tourist organisations in civil society and other countries.
- Co-ordinate, support and interact with organisations and institutions aimed at promoting and developing tourism.
- Solicit membership with, and become a member of, organisations for tourism development and marketing.
- With approval of the GTA's Executive Authority (the MEC responsible for tourism matters in the Gauteng Province), provide finance for any project which will develop tourism in Gauteng.

GTA carries out its mandate under the authority of its Accounting Authority (the Board together with the CEO) under the political and policy direction provided by GTA's Executive Authority (the MEC: Economic Development, Environment and Agriculture). Administratively GTA acts as an implementing agency of the Gauteng Department of Economic Development (GDED).

EXECUTIVE MANAGEMENT



BARBA GAOGANEDIWE
ACTING CHIEF EXECUTIVE OFFICER



MBALENHLE MANUKUZA
CHIEF FINANCIAL OFFICER



BARBA GAOGANEDIWE
SENIOR MANAGER: DESTINATION
COMMUNICATION



NONNIE KUBEKA
SENIOR MANAGER: BIDDING
AND HOSTING



TINYIKO NKUNA
SENIOR MANAGER: STRATEGY AND
MARKETING INTELLIGENCE

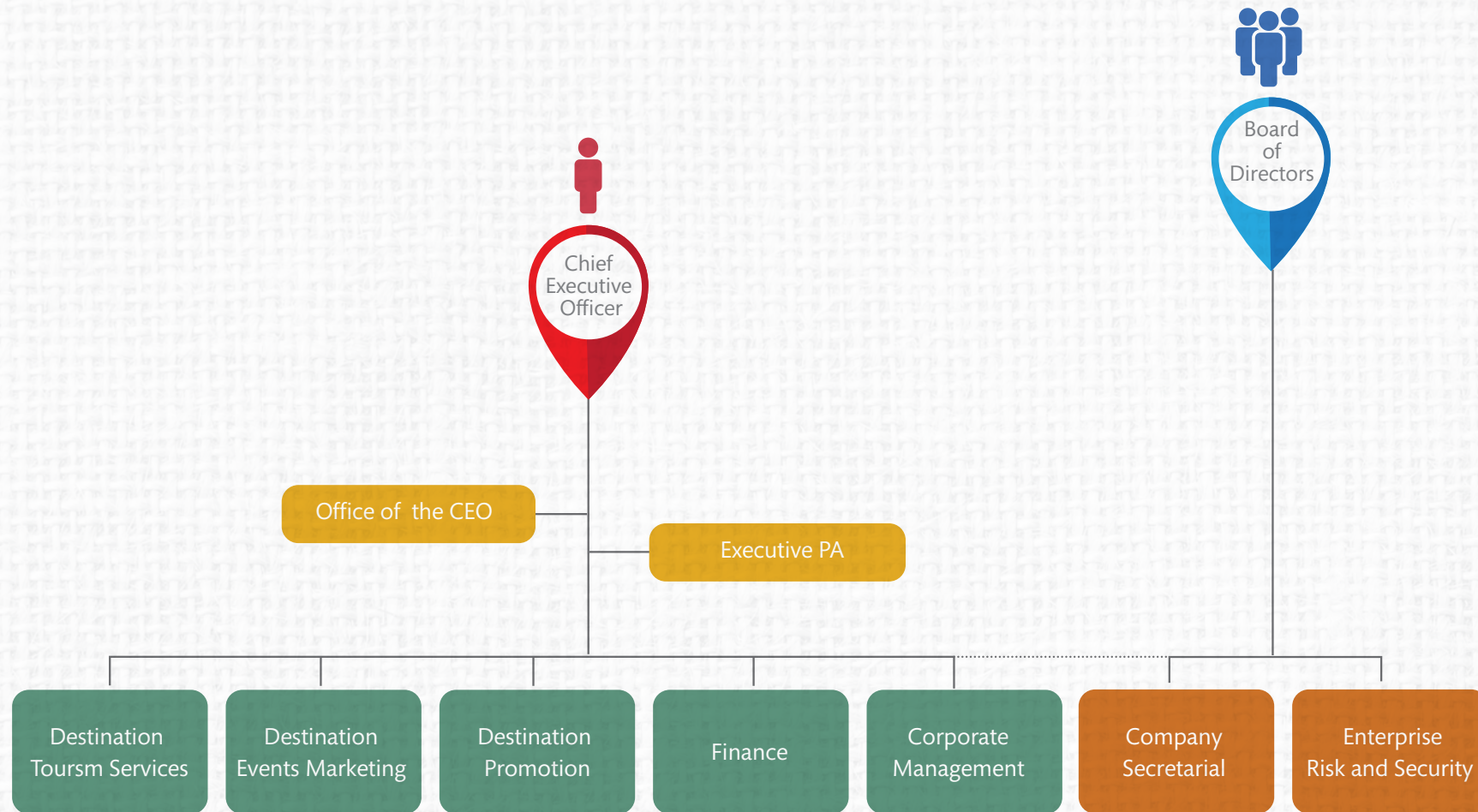


FEZILE NGQOBE
SENIOR MANAGER:
OFFICE OF THE CEO



MBUYISELO KONA
SENIOR MANAGER:
TOURISM SERVICES

Organisational Structure





Outdoor activities

PART B

PERFORMANCE INFORMATION



Redbus City Sightseeing Tour

AUDITOR'S REPORT: PRE-DETERMINED OBJECTIVES

The Auditor-General of South Africa (AGSA) performed the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against pre-determined objectives is included in the report to management, with material findings being reported under the pre-determined objectives heading in the Report section which delves into legal and regulatory requirements. This can be located in the auditor's report. Refer to pages 79-81 of the Report of the Auditors Report, published as Part E: Financial Information.

SITUATIONAL ANALYSIS

OVERVIEW OF DEPARTMENTAL PERFORMANCE

Service Delivery Environment

Introduction

UNWTO Secretary-General Zurab Pololikashvili, described 2020 as "the worst year on record for tourism". The COVID-19 pandemic has fundamentally altered the landscape of the travel and tourism sector and will unquestionably leave an indelible mark on the sector. The World Bank Group (2020) suggests that failing consumer demand, dwindling cash reserves, and a lack of financial support has forced many smaller travel and tourism operators to permanently shut down. Although larger and more established firms such as airlines, cruise lines, and nationally branded hotel operators are in a better position to endure the crisis, they too face major challenges as demand is not projected to recover anytime soon.

Subsequently, it is anticipated that the travel and tourism sector is likely to emerge relatively smaller post the pandemic, both in terms of revenue and employment (World Bank Group, 2020). The pandemic may further negatively affect the sector and lead to significant consolidation of many of its aspects. Depending on the severity of the pandemic in respective countries, the economic and psychosocial effects will probabilistically reduce the demand for travel and tourism services for several months, if not years, post pandemic (World Bank Group, 2020).

Further, the disastrous effects of the pandemic on tourism and travel are likely to see consumers feeling high levels of anxiety toward travel; consumers may perceive travel to increase the risk of contracting COVID-19 (or similar Coronavirus strains such as Bird Flu, SARS-2, or MERS). Therefore, against this contextual setting, government-led efforts are in demand. Efforts should stimulate demands by implementing measures for aiding the sector to recover.

Background

The COVID-19 global pandemic is unprecedented in its sheer scale considering the economic, social and political impact against the backdrop of an era characterized by a high level of interconnectedness. The world had seen an unparalleled 1.9 million people took foreign trips by the year 2019, dwarfing the 25 million reported trips in 1950 (UNWTO, 2021). The travel and tourism industry remains one of the most heavily impacted sectors in the world due to the COVID-19 pandemic, this is concerning as the sector is one of the most vital sectors to the global economy, contributing 10 percent to global GDP and employing more than 320 million people across the globe (UNWTO).

The sector was one of the first to be affected by the global reaction and subsequent measures taken in response to outbreak of Covid-19 in March 2020. COVID-19 affected the entire value chain of the sector – airlines, cruise lines, bus and train companies, accommodation, restaurants, attractions, travel agencies, tour operators, online travel entities, and so forth. The pandemic has placed 100 million jobs in jeopardy, devastating a significant number of small, micro, medium enterprises (SMMEs) employing a large portion of women, who make up 54% of the tourism workforce. (UNWTO, 2021). The overwhelming effect of the COVID-19 pandemic on global travel and tourism has indeed carried over into 2021.



Gautrain

COVID-19 Impact on Global Travel and Tourism

Emerging data indicates an 87% decline in international tourist arrivals in January, as compared to 2020 (UNWTO, 2021). The projected outlook for the remainder of the year remains uncertain as the World Tourism Organisation emphasises the need for robust and increased and stronger coordination on travel protocols across the globe, with a view to avoiding a repeat of the losses experienced by the travel and tourism sector in 2020. While 2020 remained a catastrophic year, the sector experienced further setbacks at the beginning of 2021, as countries were again forced to heighten lockdown measures and impose travel restrictions in response to growing outbreaks as new variants of the virus emerged. The UNWTO World Tourism Barometer suggests that regions across the globe continued to experience significant declines in tourist arrivals in January 2021 (see figure 1).

Figure 1. International Tourism Arrivals January 2021



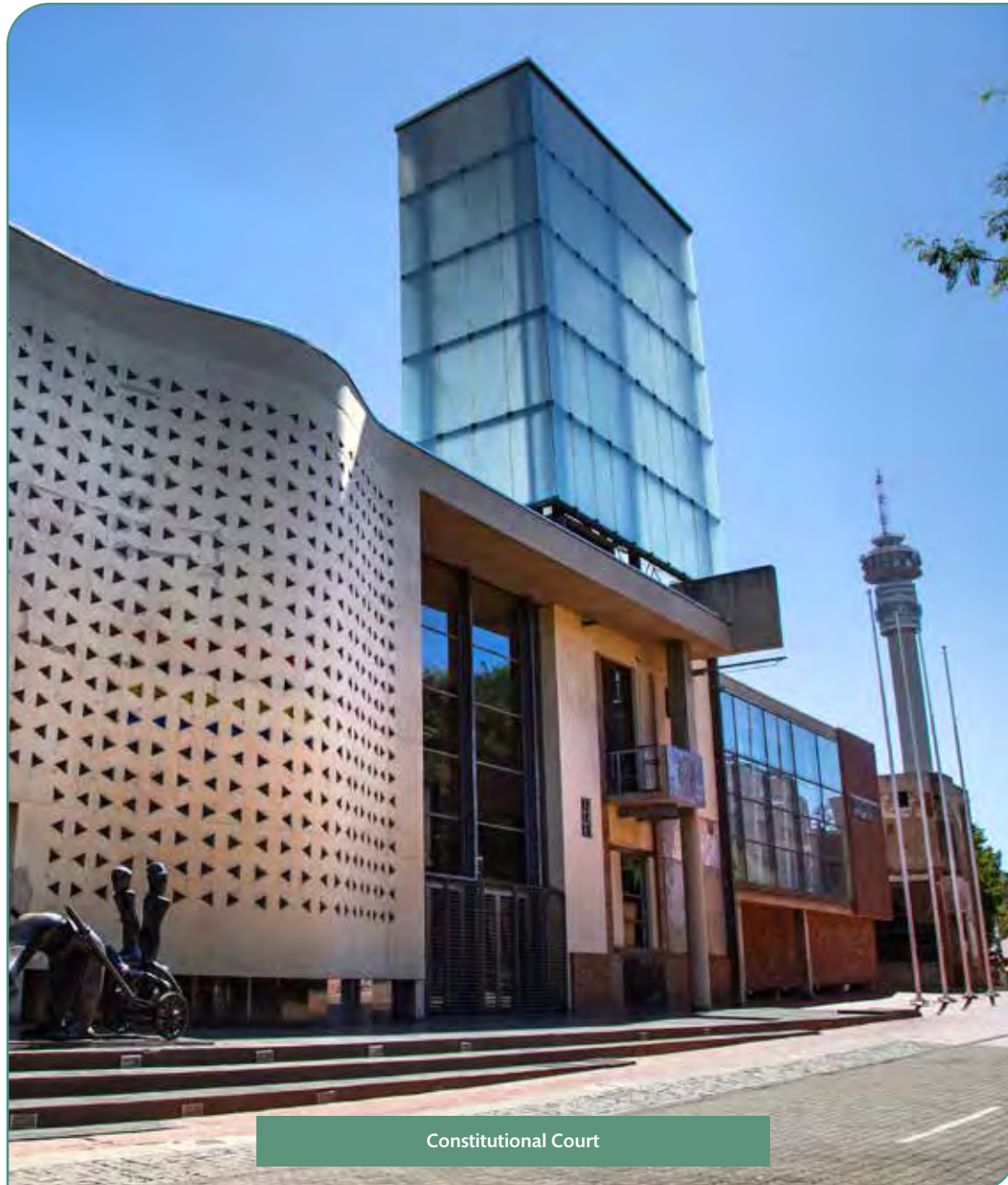
Compulsory COVID-19 testing, self-isolation and quarantines, and – in some countries – the complete shutdown of international borders, have significantly contributed to the recommencement of international travel. Furthermore, the pace and efficiency of the vaccination roll-out has left much to be desired in many parts of the world, further delaying the restart of travel and tourism. The Asian and Pacific region noted a 96% decline in travel and tourism revenue due to the region having the highest level of travel restrictions in place.

China and Australia (key tourism source markets for South Africa) implemented hard lockdowns and travel restrictions, and both countries have reported relatively low COVID -19 infections. These regions have accomplished a high level of normalcy as a result of the initial restrictions imposed and essentially resumed 'normal' lives. The regions recorded the largest decrease in international arrivals in January 2021, followed by Europe and Africa. A decline of 85% in arrivals, was noted by China and Australia, whilst the Middle East recorded a drop of 84% in the same area. International arrivals in America decreased by 77% in January 2021, exhibiting improved results in the last quarter of the year (UNWTO, 2021). A global need for robust efforts towards decisive action is expressed in order to ensure improvements in the travel and tourism sector. Such action must seek to improve the state of employment and business survival, both which have suffered greatly, so that the sector may emerge with strength from the effects of the pandemic.

“While the recent COVID-19 pandemic and resulting containment measures have adversely affected the economy (tourism, in particular), the sector has good potential to support the South African economy and contribute to employment growth post COVID-19 (OECD, 2021).”

Enhanced coordination amongst countries, as well as consistent travel and health protocols remain vital in restoring much needed confidence in tourism. Such confidence will increase the speed at which international travel is able to safely resume. According to South African Tourism (SAT), South Africa is a long-haul destination for many large source markets, thus good accessibility and international openness are key to expanding international tourism.

As tourism is a labour-intensive sector that can also attract foreign currency to the country, the sector was identified by the South African as a priority area. As such, the sector offers significant opportunities for an economy with weak growth and high unemployment (OECD, 2021). While the COVID-19 pandemic and resulting containment measures have adversely affected the economy (tourism, in particular), the sector has good potential to support the South African economy and contribute to employment growth post COVID-19 (OECD, 2021).



Constitutional Court

Global Economic Recovery

The International Monetary Fund (IMF) World Economic Outlook Report (2021) suggests that global economic growth recovery comes in the background of a crippling collapse in 2020 that has had dire adverse effects in particular on women, youth, the poverty stricken, the informally employed, and those employed in contact-intensive sectors such as travel, tourism, and hospitality sectors. In countries where travel and tourism is the predominant sector contributing to the economy, the negative effects of the pandemic will linger for much longer than other economies.

According to the UNWTO (2021) tourism receipts worldwide are not expected to recover to 2019 levels until 2023. The World Economic Outlook (2020) estimated that the world economy would contract by 4.4% in 2020. The blow to tourism-dependent economies was projected to be far more severe. According to the IMF (2021), the global economy is projected to grow 5.5% in 2021 and 4.2% in 2022 (See figure 2), however this is against the background of exceptional uncertainty across all economies.

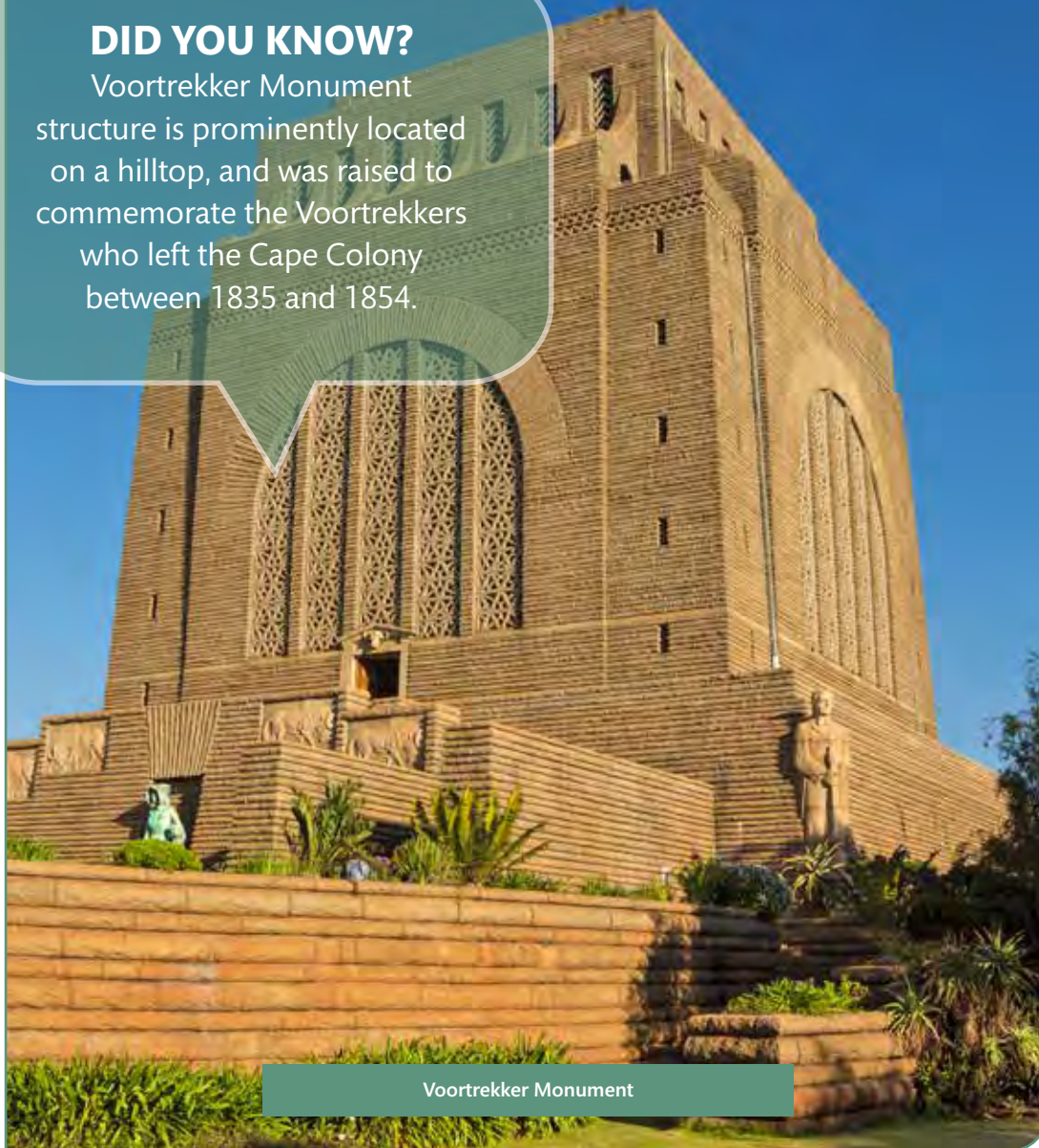
“The International Monetary Fund (IMF) World Economic Outlook Report (2021) suggests that global economic growth recovery comes in the background of a crippling collapse in 2020 that has had dire adverse effects in particular on women, youth, the poverty stricken, the informally employed, and those employed in contact-intensive sectors such as travel, tourism, and hospitality sectors.”

Figure 2. World Economic Outlook.
Selected Economies Real GDP Growth (Percent change)

World Economic outlook	Estimate		Projection		Difference from October 2019 WEO Projection	
	2019	2020	2021	2022	2021	2022
Argentina	-2,5	-10,4	4,5	2,7	-0,4	0,2
Australia	1,9	-2,9	3,5	2,9	0,5	0,1
Brazil	1,4	-4,5	3,6	2,6	0,8	0,3
Canada	1,9	-5,5	3,6	4,1	-1,6	0,7
China	6	2,3	8,1	5,6	-0,1	-0,2
Egypt	5,6	3,6	2,8	5,5	0	0,5
France	1,5	-9	5,5	4,1	-0,5	1,2
Germany	0,6	5,4	3,5	3,1	-0,7	0
India	4,2	-8	11,5	6,8	2,7	-1,2
Indonesia	5	-1,9	4,8	5	-1,3	0,7
Iran	-6,5	-1,5	3	2	-0,2	0,5
Italy	0,3	-9,2	3	3,6	-2,2	1
Japan	0,3	-5,1	3,1	2,4	0,8	0,7
Kazakhstan	4,5	-2,7	3,3	23,6	0,3	-0,7
Korea	2	-1,1	3,1	2,9	0,2	-0,2
Malaysia	4,3	-5,8	7	6	-0,8	0
Mexico	-0,1	-8,5	4,3	2,5	0,8	0,2
Netherlands	1,7	-4,1	3	2,9	-1	0,9
Nigeria	2,2	-3,2	1,5	2,5	-0,2	0
Pakistan	1,9	-0,4	1,5	4	0,5	0
Philippine	6	-9,6	6,6	6,5	-0,8	0,1
Poland	4,5	-3,4	2,7	5,1	-1,9	0,6
Russia	1,3	-3,6	3	3,9	0,2	1,6
Saudi Arabia	0,3	-3,9	2,6	4	-0,5	0,6
South Arabia	0,2	-7,5	2,8	1,4	-0,2	-0,1
Spain	2	-11,1	5,9	4,7	-1,3	0,2
Thailand	2,4	-6,6	2,7	4,6	-1,3	0,2
Turkey	0,9	1,2	6	3,5	1	-0,5
United Kingdom	1,4	-10	4,5	5	-1,4	1,8
United States	2,2	-3,4	5,1	2,5	2	-0,4

DID YOU KNOW?

Voortrekker Monument structure is prominently located on a hilltop, and was raised to commemorate the Voortrekkers who left the Cape Colony between 1835 and 1854.



Voortrekker Monument

The report further suggests that global 2021 economic forecast is revised up 0.3 percentage point relative to the previous 2020 forecast. This is due to direct economic stimulus and policy support from the most industrialised economies such as China, Japan, United Kingdom, United States, and Germany, with the exception of Japan. These also happen to be core source markets for South Africa's inbound international tourists. Positive investor sentiment has also raised expectations of increased economic activities in the third and fourth quarters of the year, respectively, due to a vaccine-powered recovery.

Economies from developed countries have generally been able to devise and implement extensive fiscal support to individuals, households, and corporations in the form of direct tax and spending measures, including equity injections, loans, and guarantees. These advanced economies central banks have reinforced these policy interventions with prolonged interest rate cuts. Coupled with decisive and effective policy intervention and the projected widespread availability of vaccines in 2021, the estimated output loss in comparison to the pre-COVID forecast is somewhat lesser for advanced economies than other countries (see figure 3) (IMF WEO, 2021).

“Economies from developed countries have generally been able to devise and implement extensive fiscal support to individuals, households, and corporations in the form of direct tax and spending measures, including equity injections, loans, and guarantees.”

Figure 3: Overview of the World Economic Outlook Projections. (Percentage change, unless otherwise noted)

Scenario-World Economic outlook Projection: June Report (During COVID-19)	Year over year						Q4 over Q4 2		
	Estimate		Projection		Difference from October 2020 WEO Projection		Estimate	Projection	
	2019	2020	2021	2022	2021	2022	2020	2021	2022
World input	2,8	-3,5	5,5	4,2	0,3	0	-1,4	4,2	3,7
Advanced Economies	1,6	-4,9	4,3	3,1	0,4	0,2	-3,9	4,6	1,9
United States	2,2	-3,4	5,1	2,5	2	-0,4	-2,1	4	2
Euro Area	1,3	-7,2	4,2	3,6	-1	0,5	-6,8	5,8	2
Germany	0,6	5,4	3,5	3,1	-0,7	0	-5,3	5,2	1,7
France	1,5	-9	5,5	4,1	-0,5	1,2	-8,2	7,4	2
Italy	0,3	-9,2	3	3,6	-2,2	1	-9,8	4,2	2,3
Spain	2	-11,1	5,9	4,7	-1,3	0,2	-2,3	7,1	2
Japan	0,3	-5,1	3,1	2,4	0,8	0,7	-8,3	2,7	1,6
United Kingdom	1,4	-10	4,5	5	-1,4	1,8	-4	6	1,9
Canada	1,9	-5,5	3,6	4,1	-1,6	0,7	-2,2	3,7	2,7
Other Advanced Economies	1,8	-2,5	9,6	3,1	0	0	0,9	4,5	1,9
Emerging Market and Developing Economies	3,6	-2,4	6,3	5	0,3	-0,1	3,2	3,7	5,4
Emerging and Development Asia	5,4	-1,1	8,3	5,9	0,3	-0,4	6,2	3,8	6,4
China	5	2,3	8,1	5,6	-0,1	-0,2	5,2	4,2	6
India	4,2	-8	11,5	6,8	2,7	-1,2	0,6	1,7	7,8
ASEAN-5 5	4,9	-3,7	5,2	6	-1	0,3	-3,2	5,2	6,1
Emerging and Development Europe	2,2	-2,8	4	3,9	0,1	0,5	-2,7	4,8	3
Russia	1,3	-3,6	3	3,9	0,2	1,6	-4,6	5,3	2,6
Latin America and the Caribbean	0,2	-7,4	4,1	2,9	0,5	0,2	-4,8	2,3	2,8
Brazil	1,4	-4,5	3,6	2,6	0,8	0,3	-1,9	1,6	2,6
Mexico	-0,1	-8,5	4,3	2,5	0,8	0,2	-5,4	2,2	2,4
Middle East and Central Asia	1,4	-3,2	3	4,2	0	0,2	-	-	-
Saudi Arabia	0,3	-3,9	2,6	4	-0,5	0,6	-3,1	3,5	4
Sub-Saharan Africa	3,2	-2,6	3,2	3,9	0,1	0,1	0	-	-
Nigeria	2,2	-3,2	1,5	2,5	-0,2	0	0	-	-
South Africa	0,2	-7,5	2,8	1,4	-0,2	0,1	-6,2	2,8	0,6



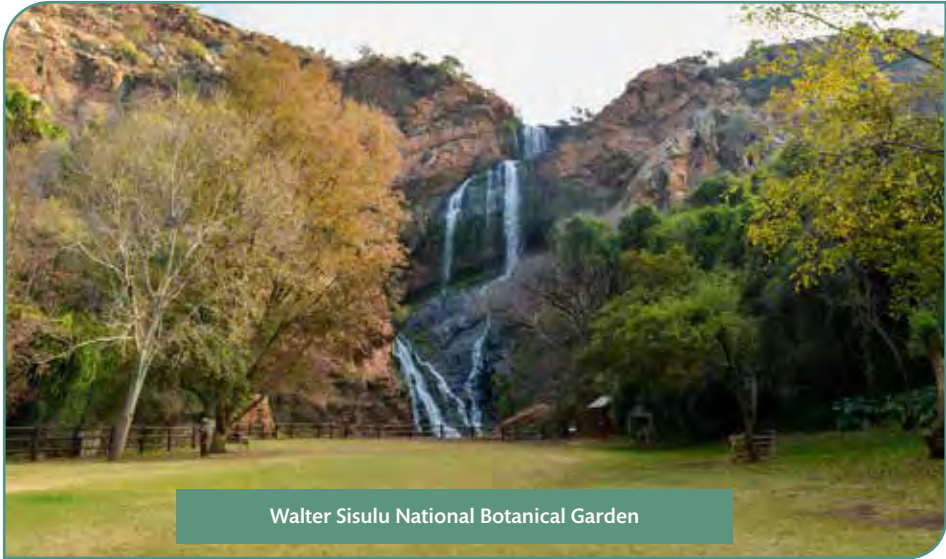
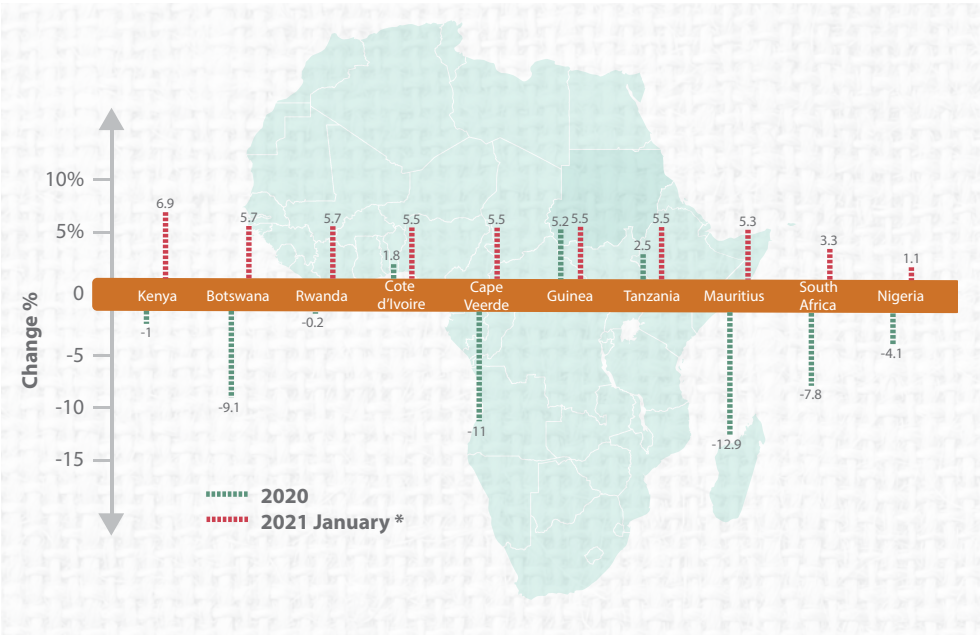
Global Economic Recovery

Sub-Saharan Africa

The pace and strength of the recovery is anticipated to differ significantly across countries, depending on access to vaccines, therapeutics, medical care, effectiveness of macro-economic policy support, exposure to cross-country spill overs, and individual structural characteristics entering the crisis (WEO, 2021). The IMF (2021) estimates that approximately 90 million people are likely to fall below the extreme poverty threshold during 2020/21. Across global regions, structural deficiencies in the economic configuration, pre-COVID-19 growth trends, severity of the impact of COVID-19 and the extent of the policy responses to combat the fallout will ultimately shape recovery profiles.

In Sub-Saharan African economies, the worst-case scenarios of economic devastation were fortunately avoided, and even though the region recovered better than what was initially projected, growth in 2020 was nonetheless reported to be the worst on record, at -1.9%. This led to a significant growth in poverty (World Bank Group, 2021). In 2021, the region's economy was anticipated to resume growth at 3.4%, far less than the 6% growth projected for the rest of the world (see figure 4).

Figure 4



Macroeconomic policy responses entail some tough choices, however, saving lives remains the highest priority. In order to achieve this, Sub-Saharan countries will require access to safe and affordable vaccines, while ensuring that the logistical and organisational preconditions of a vaccination rollout are in place. Furthermore, continued direct and effective containment interventions and additional spending to support local health systems, are also critical (WEO, 2021). Only once this is achieved, can the region's economic potential be harnessed by creating more fiscal space and implementing transformative reforms.

The IMF suggests that efforts at realising this economic potential include, but are not limited to, local resource mobilisation targeted at raising domestic revenue, reinforcement of social protection measures, endorsing digitalisation, as well as improving transparency and governance. Sub-Saharan countries will be required to consolidate their financial positions and bring growing debt levels back to a sustainable and manageable level. In South Africa for instance, the government deficit was projected to reach 15% of GDP in 2020. Public debt has been increasing in the last decade and was projected to exceed 80% of GDP by 2020.

In the absence of consolidation, the debt level will exceed 100% of GDP in 2022, raising sustainability risks in a context of low growth and high government borrowing rates. Such strategic interventions will assist in driving long-term sustainable growth and creating new employment opportunities for the region (WEO, 2021). The international community is set to play a vital role by ensuring more equitable and speedier access to vaccines and other medical products, and by facilitating external funding for low-income countries to pursue the policy priorities outlined above, and to elude long-term scarring.

The IMF suggests that while employment in a number of countries seems to have recovered at a faster pace when compared to previous shock events (2008 financial crises), a significant number of people remain unemployed in many countries - particularly in developing countries. South Africa reached a milestone in August 2020, when the country reported more than half a million cases of confirmed coronavirus in the country. This translated to South Africa being the most impacted country in Africa, making up for half of all reported infections across the continent (Rogerson and Rogerson, 2020).

Globally, South Africa ranked as the fifth worst affected country following the USA, Brazil, Russia, and India at that time. The Western Cape Province and its Metro City of Cape Town were the regions earliest impacted by the virus. Predictably, a spatial transmission of the virus was in full swing, and by July 2020 the epicentre of COVID-19 infections had shifted geographically to Gauteng, South Africa's economic heartland, with three of the largest metros in the country. Invariably, by the end of the year, a significant rise in the number of new infections and deaths were reported across all provinces (Rogerson and Rogerson, 2020).

South Africa responded swiftly to the COVID-19 pandemic by instituting a nationwide lockdown on 26 March 2020. According to data from University of Oxford's Blavatnik School of Government, over the period 27 March to 30 May 2020 - covering Lockdown Alert Levels 5 and 4 - South Africa's lockdown regulations were among the strictest 25% of countries in the world.

Economic activities in South Africa's key sectors, such as the mining industry, was minimised. The tourism, entertainment, and passenger transport sectors halted altogether. In an effort to facilitate an uptick in economic activity and the movement of citizens back to work, restrictions were eased on 01 June 2020 (Rogerson and Rogerson, 2020). Nonetheless, the country was soon caught up in a second wave of infections towards the second quarter of 2020. The direct effect of COVID-19 in South Africa has considerably aggravated the existing racial, gender, occupational, income, and locational inequalities (Spaull *et al.*, 2020).

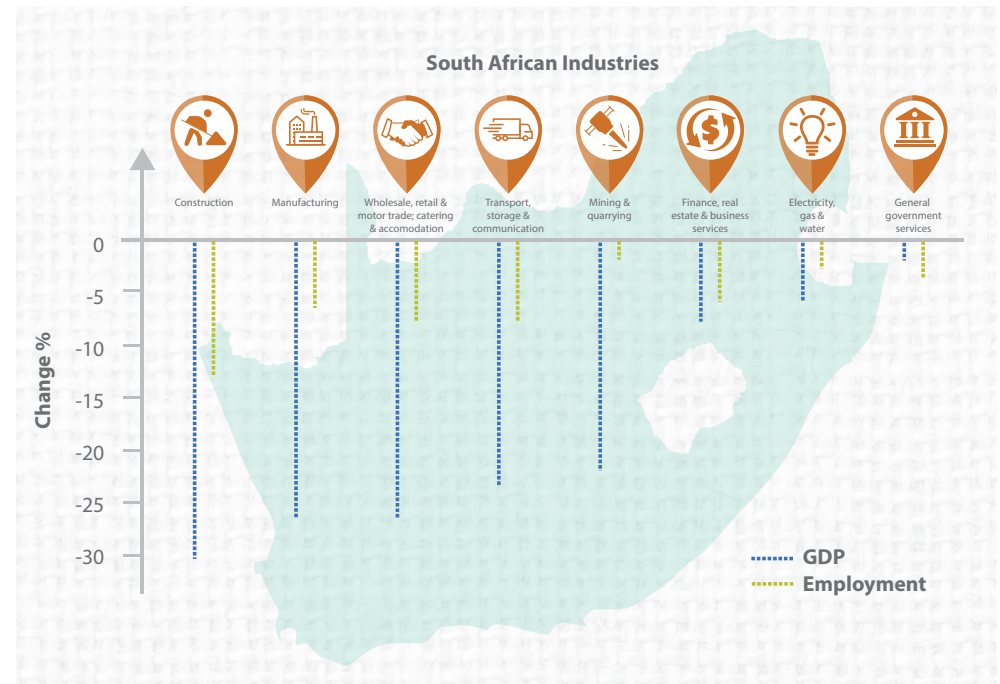
South Africa

According to the PWC's SA Economic Outlook 2021, South Africa was under various levels of lockdown for 279 days in 2020. During Lockdown Alert Level 5, gross domestic product (GDP) dropped by an estimated 38.4%, owing to the lockdown-induced closure of the economy. Thus, for the month of April 2020, PWC modelling suggests that the South African economy was 38.4% smaller than in the same period in 2019 - this, before accounting for fiscal and monetary interventions.

The negative economic impact gradually lessened as the lockdown regulations were eased. The report indicates that South Africa's real GDP was more likely to have contracted by an estimated 14% during 2020 as a result of the adverse effects of local and international lockdowns on the South African economy, further exacerbated by electricity load-shedding experienced.

Macroeconomic policy interventions (including the Temporary Employee Relief Scheme (TERS) worth R50bn) and a three percentage points cut in the South African Reserve Bank (SARB) repo rate, reduced the size of the recession to an estimated 7.8% - 8.8%. While South Africa already had millions of jobless citizens at the beginning of 2020, an additional 2.2 m people were without work during the April-June 2020 period. PWC estimates that only 900,000 of those affected were able to return to a job by year-end. This equated to a net loss of 1.3 m jobs (see figure 5).

Figure 5. Q2 Change in GDP and Employment in South Africa 2020



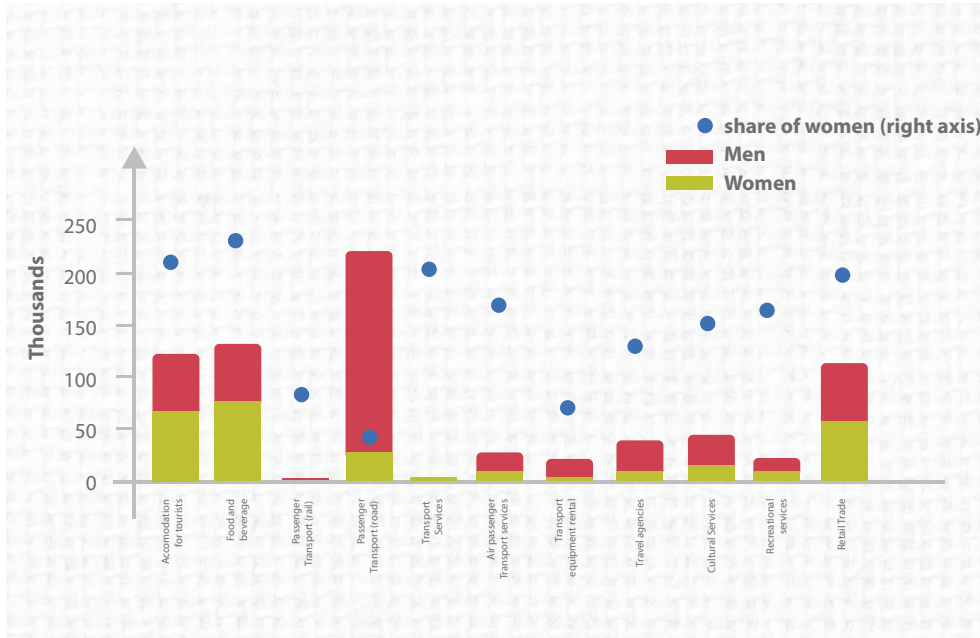
South Africa's current unemployment rate now stands at an alarming 32.5%, bringing the number of unemployed South Africans to a staggering 7.2 million (Stats SA, 2021). According to World Economic Outlook (2020), the burden of the pandemic has been unevenly felt across groups: SMMEs; less educated and low skilled workers, women, youth, workers in contact-intensive sectors, and those in the informal market have suffered disproportionate livelihood disruption and income losses.

South Africa faces the perennial challenge of a stubbornly high unemployment rate, particularly among young people and women (OECD, 2020). The travel and tourism sector, as well as its associated value chain, offers job opportunities for people of various ages and skill levels, and provides essential employment opportunities for women (OECD, 2018e). In South Africa, approximately 40% of employment in tourism industries consists of women. The share increases to more than 55% when discounting the passenger transport sector where female employment is rather low at 15%. Conversely, women comprise 63% of employment within food and beverage serving activities (Statistics South Africa, 2019). According to OECD data, women constituted about 60% of employees in accommodation for tourist activities, and more than 50% in retail trade in 2018. (See figure 6).

Source: TSA 2018 (Statistics South Africa, 2019).

Therefore, sustained job growth in the travel and tourism sector can support a better gender-balanced and more inclusive South African workforce. Tourism has become one of South Africa's most important sectors. Since the dawn of democracy, tourism in South Africa has contributed directly to the overall GDP, which has increased from 1.8% in 1995 to 2.8% in 2017 (Statistics South Africa, 2018b & 2018a) – around 9% when taking into account the estimated indirect impacts (World Travel and Tourism Council, 2018).

A driving force behind South Africa's prioritisation of tourism as a vehicle for development pertains to the sector's ability to create sustainable jobs. Data suggests that from 1995 to 2017, direct employment in the travel and tourism industry saw a dramatic increase from just above 200 000 to approximately 722 000. This increase in the number of jobs reveals the labour intensity of the sector and its potential to respond to the country's perennial unemployment challenge (OECD, 2020).

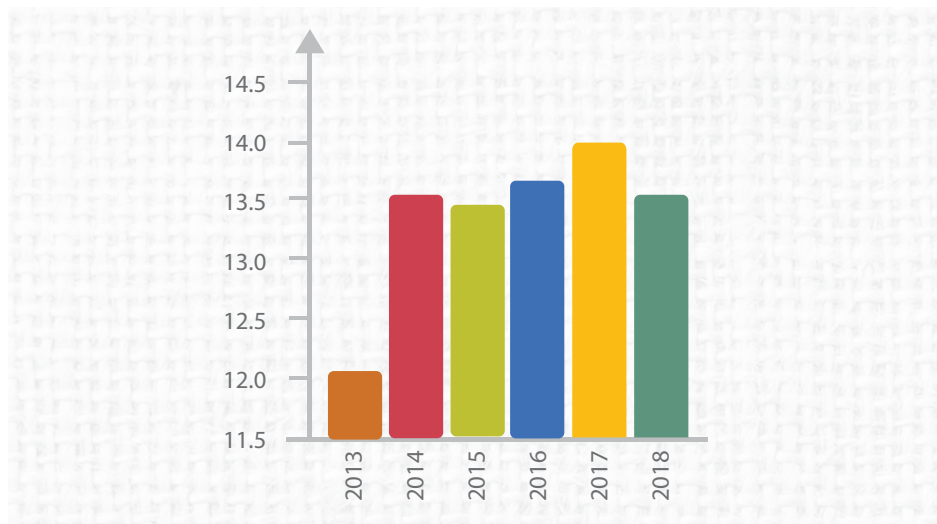


Outdoor activities

According to the WTTC, during 2019 the travel and tourism sector contributed 7% towards South Africa's GDP, - totalling ZAR 354.9 billion, or USD 24.6 billion. The sector contributed 9.1% of total employment, equating to 1,483,200 jobs across the economy (WTTC, 2020). Tourism has gained prominence in the South African economy in recent decades, and is developing successful small- and medium-sized tourism companies which are likely to contribute to the creation of jobs in the sector. However, integration of the sector at the local level necessitates a dynamic business environment that enables the establishment of inter-sectoral linkages and an expanded value chain in terms of goods and services (OECD, 2020).

Entrepreneurs and SMMEs are pivotal in cultivating such an environment. Data suggests that between 2013 and 2018, the total number of enterprises in the economy increased slightly from 335 000 to 345 000, with most of the change occurring between 2017 and 2018 (OECD, 2020). The number of tourism establishments, however, increased by 6 200 – an increase of 15% (see figure 7).

Figure 7. Enterprises are increasingly concentrated in the tourism sector

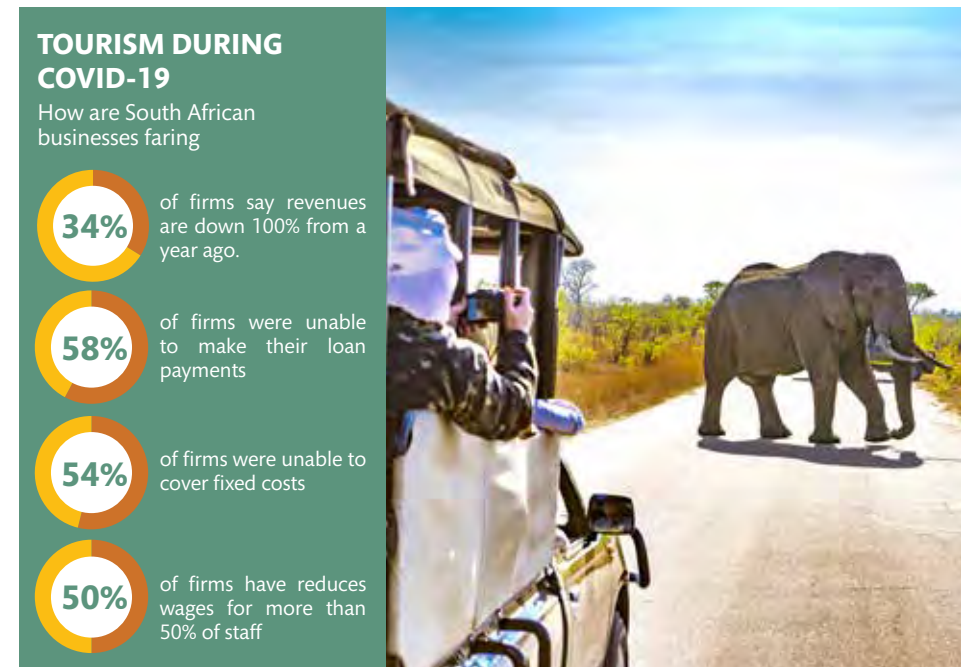


Note: Tourism establishments include accommodation for visitors, food and beverage serving activities, passenger transportation, travel agencies, as well as other reservation services and tourism characteristics industries.

Source: World Tourism Organisation (2018, 2019), Compendium of Tourism Statistics dataset [Electronic], UNWTO, Madrid, data updated on 07/11/2019; Statistics South Africa (2019), Annual Financial Statistics, various years.

About one quarter of these new tourism establishments are related to food and beverage serving activities, and the great majority to other tourism activities (World Tourism Organization, 2020). During the initial lockdown in March 2020, a survey of the tourism industry was conducted in collaboration with the World Bank International Finance Corporation (IFC), National Department of Tourism (NDT), and Tourism Business Council South Africa (TBCSA), as well as all of its member associations.

The objective of the study was to quantify the degree of the COVID-19 impact, the effectiveness of the support provided, and to determine the kind of interventions required. Of the 1610 respondents, data suggests revenues in March 2020 declined by more than 50% when compared to the same period of the previous year. 34% of firms reported revenues were 100% less (see figure 8).



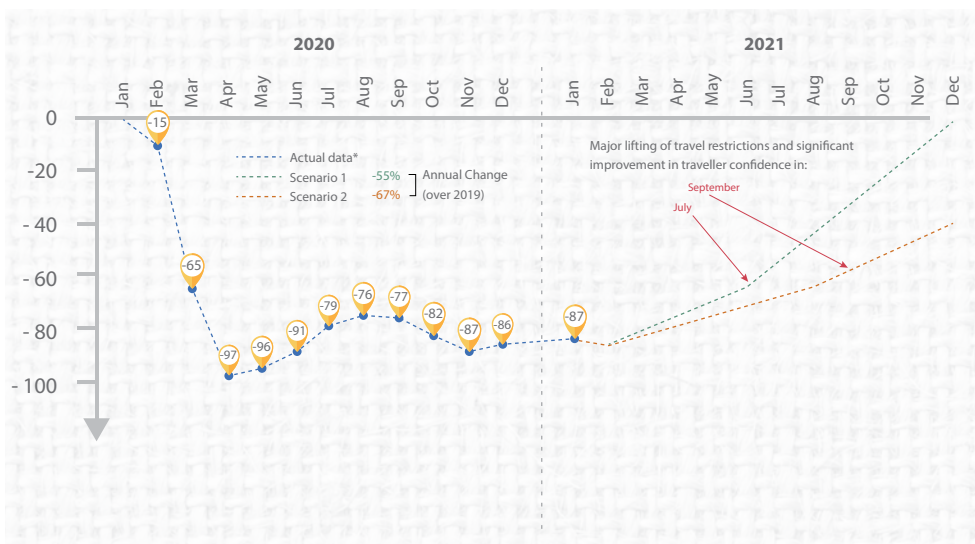
In response to the challenges faced by the tourism sector, in particular as SMMEs were decimated by the pandemic, the South African government introduced the Tourism Relief Fund – a fund that provided a once-off capped grant assistance to SMMEs in the travel and tourism value chain. The fund was implemented in an effort to safeguard the sustainability of SMMEs in the sector both during and post the implementation of government measures to curb the spread of COVID-19 in South Africa.

Outlook for Tourism 2021 and beyond

According to the most recent emergent data, 32% of all global destinations were totally closed to international tourists at the start of February 2021. In view of this, the UNWTO anticipates a challenging and disappointing first two quarters in 2021 for global tourism. As a result of current trends, UNWTO further expects international tourist arrivals to have declined by approximately 85% in the first quarter of 2021, when compared to the same period in 2019. This would signify a loss of about 260 million international arrivals compared to pre-pandemic levels. In its projected outlook, the UNWTO offered two scenarios for 2021, which proposed that a likely rebound in international travel will most likely occur in the third and fourth quarters of the year.

These forecasts are informed by a number of varying dynamics, particularly the lifting of travel restrictions and the success of vaccination rollouts. The first scenario projected a rebound expected for July, which would mean a 66% increase in international arrivals for the year 2021 (compared to 2020). However, it is worth noting that in this instance, arrivals would still be 55% below the levels recorded in 2019. The second scenario projects a rebound expected for September 2021, which would mean a 22% increase in arrivals for the year 2021 (compared to 2020) see figure 9.

Figure 9. International Tourist Arrivals in 2020 and scenarios for 2021 (Year-on-Year Monthly Change, %)



“Globally, both international and domestic passenger flights have fallen precipitately across all regions over the past several months, and international flights have been most adversely affected.”

Again, it is worth noting that arrivals would still be 67% below the levels of 2019 (UNWTO, 2021). Globally, both international and domestic passenger flights have declined across all regions over the past several months, with international flights having been most adversely affected. The sharpest declines were reported in Sub-Saharan Africa, Europe, and Central Asia. However, Latin America, the Caribbean, South Asia, North Africa, the Middle East, North America, East Asia, and the Pacific recorded lower – albeit still severe – declines (IATA, 2020).

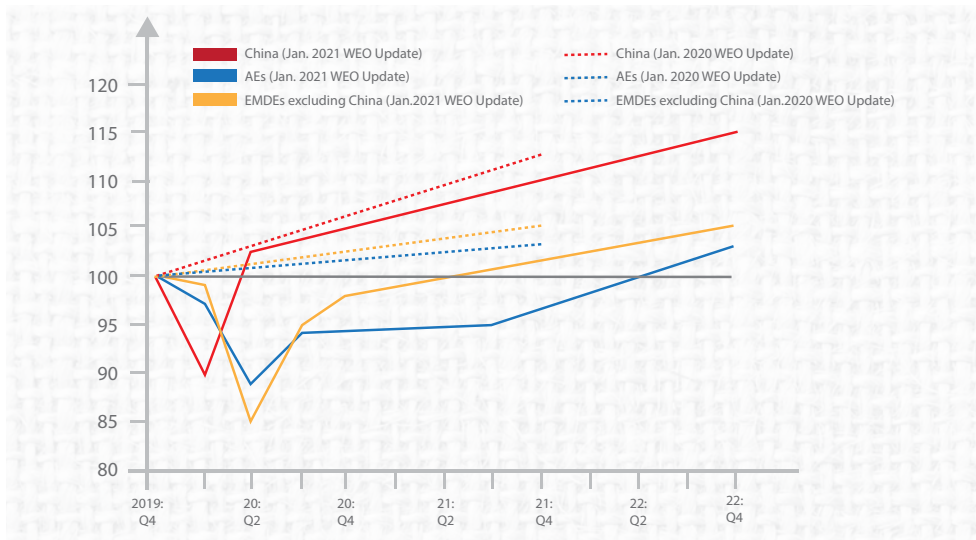
The Airline industry is of vital importance to the travel and tourism sector. However, the exposure of airlines to near total collapse poses a threat to the restart of travel and tourism. The World Bank Group suggests that airlines in industrialised countries with surplus cash balances or access to reduced rates of credit, will be better positioned. Similarly, state-owned airlines such as major airlines in China and the Middle East, privately-owned flag carriers, or large private airlines such as the big three in the U.S., are anticipated to survive the crisis.

Conversely, privately owned airlines (predominantly those in developing countries) and budget carriers that operate on fine margins and which are highly dependent on leisure travel, remain particularly vulnerable. Likewise, state-owned carriers in developing countries are left in a precarious position. As of mid-May 2020, airlines that had either gone into bankruptcy, administration, or sought protection, include the likes of South African Airways, Avianca, Air Mauritius, Virgin Australia, and Air Deccan (World Bank Group, 2020).

The consequences of the collapse of airlines will have a devastating impact on jobs and market dynamics across the value chain. The knock-on effect includes an impact to those employed by companies serving both airlines, airline employees, and airline passengers – such as catering, maintenance, hotels, and travel agents. The aviation industry and those it employs, are likely to suffer long-lasting impacts as a result of the mitigation measures imposed to contain the pandemic. Countries with sizeable domestic tourism markets are likely to experience quicker recoveries than countries such as South Africa, which is highly dependent on inter-regional markets, particularly China, Europe, and the U.S. (World Bank Group, 2020).

The wider economic effects of the decline in travel and tourism on individual countries and destinations, will differ based on the economic dependence up on tourism and the destination's resilience, as well as the dynamics of demand in their key source markets (WEO, 2021). South Africa's economy, much like the rest of the developing nations, will only truly achieve a sustained and progressive economic recovery from the Coronavirus-induced recession as sectors reopen. This includes the travel and tourism sectors (see figure 10).

Figure 10. Divergent Recoveries: World Economic Outlook for Advanced Economies and Emerging Market and Developing Economies



Source: World Tourism Organization 2021.

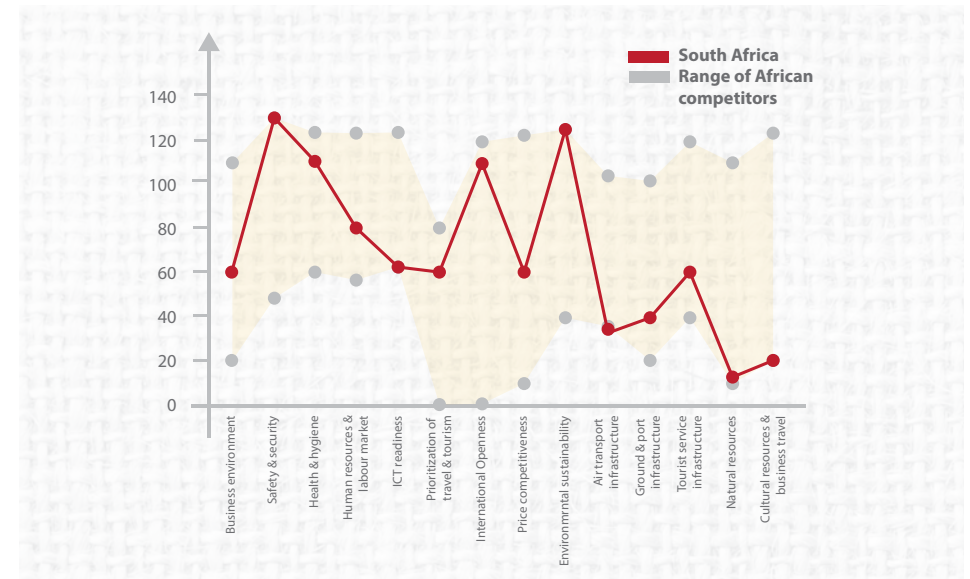
The global economic and pandemic uncertainty is therefore a key limiting factor for both source markets and destinations.

South Africa's COVID-19 Recovery

Following the 2020 recession, the South African economy is expected to see positive GDP growth in 2021. However, much of this growth will likely be attributed to the base effects rising from the large reduction in economic activity in 2020, particularly during the height of level 5 and 4 restrictions witnessed in quarter two of the year. The pandemic has put into keen focus South Africa's international tourism segment that illustrates both the potential volatility of the sector and the challenges in increasing international tourist arrivals. Even though demonstrating an incredible flexibility in recent years, global tourism remains sensitive to the encounters presented by global economic conditions, geopolitical turmoil, terrorism, and natural disasters (OECD, 2018e).

While the COVID-19 pandemic caused an unprecedented crisis in the tourism economy, delays in its recovery will only serve to further worsen the situation (OECD, 2020b). To ensure that the sector continues to play a key role in the economy following the COVID-19 pandemic, a recovery plan has been finalised and presented. This plan focuses on stimulating demand, protecting and renewing supply, and strengthening enabling capability. A managed re-opening is envisioned, followed by growth interventions to reclaim market share and drive long-term growth. Due to South Africa being a long-haul destination for many large source markets, adequate accessibility and international openness are pivotal in expanding international tourism. South Africa's air transport infrastructure is well advanced relative to African competitors. The country, however, lags far behind in terms of international openness (see figure 11).

Figure 11. South Africa is a competitive tourism destination on several dimensions, 2019



Source: World Economic Forum (2019), Travel and Tourism Competitiveness Index

Furthermore, apprehensions concerning safety and security are likely to deter potential tourists from selecting South Africa as a destination (OECD, 2020). Critically, these features of tourism ought to be taken into serious consideration in order to realise inclusive and sustainable growth, but the benefits of travel and tourism must also spread geographically – beyond mature destinations – to create economic opportunities in less travelled and less prosperous regions. This is especially important in a country that is as spatially segregated and unequal as South Africa (OECD, 2020)



International Tourism

The 2008 global financial crises precipitated a drastic drop in international tourist arrivals to South Africa by almost 30% in 2009. Experience will therefore suggest the importance of restoring traveller confidence and to stimulate demand.

In addition, media coverage can considerably influence opinions of safety and security following natural disasters, pandemics, terrorist attacks, and the like. Such an instance was the 2014 outbreak of Ebola in West Africa, wherein inbound travel from the African continent dropped, with some foreign tourists avoiding the entire African continent.

Consequently – and despite being geographically several thousands of kilometres away from the outbreak – arrivals to South Africa dropped by 645,000 visitors (World Tourism Organization, 2018). Thus, a coherent and consistent communication strategy of potential and occurring crises that focuses on a credible risk assessment remains critical (Haxton, 2015).

In providing relevant and up-to-date information through authorised communication channels, prospective travellers can be enabled to making informed travel choices. Increasing the international tourist arrivals requires not only the improvement of safety and security issues, but also calculated marketing efforts in key emerging markets.

Since 1995, Europe has steadfastly remained a core origin market for overseas tourist arrival. Most recently, South Africa has expanded its tourism marketing efforts to new markets arising from a growing middle class in emerging economies.

“In providing relevant and up-to-date information through authorised communication channels, prospective travellers can be enabled to making informed travel choices.”

South African Tourism's Leisure market portfolio				
2017				
	Africa	America	Asia and Australia	Europe
Core markets (about 60% of efforts are deployed in these markets)	Angola Domestic Kenya Mozambique Nigeria Tanzania	Brazil USA	Australia China India	France Germany Netherlands UK
Investment markets (about 20% of efforts are deployed in these markets)	Botswana DRC Ghana Lesotho Uganda Zimbabwe	Canada	Japan South Korea	Italy Russia
Tactical markets (about 15% efforts are denloved in these markets)	Namibia UAE Zambia	-	Singapore	Swaziland
Watch list markets (about 15% of efforts are deployed in these markets)	Ethiopia Malawi Swaziland	Argentina	New Zealand South Korea	Austria Belgium Denmark Fineland Norway Spain Sweden Turkey
Trategic Importance	Egypt Isreal Morocco Saudi Arabia Tunisia	-	Malaysia	-

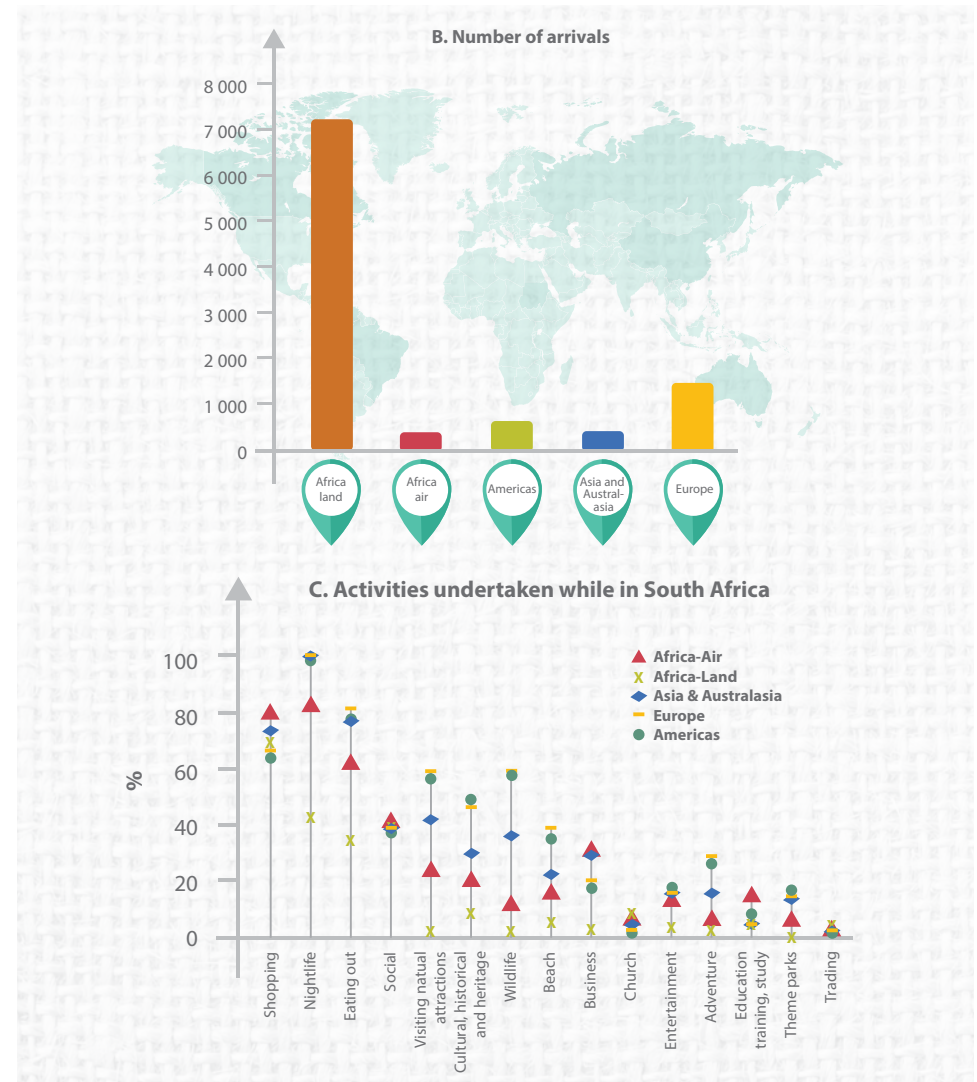
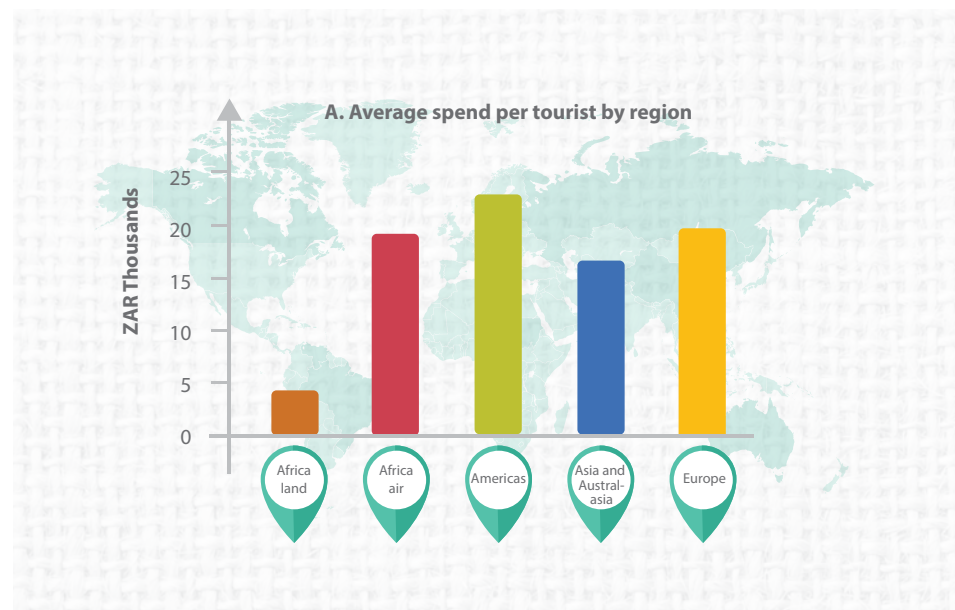
The number of tourist arrivals from regions with an increasing middle class, such as South Asia (driven by India), grew exponentially over the last 10 years. This nevertheless remains a market with significant unexploited potential due to burdensome visa regulation. The leading share of international tourist arrivals originates from the African continent, particularly visitors from neighbouring countries that do not have distance and long travel times as potential barriers.

Thus, countries like Zimbabwe, Lesotho, and Mozambique accounted for over half of total overnight international arrivals (50.7%) in 2018 (South African Tourism, 2019).

South African tourism suggests that the purpose of trips for international visitors to South Africa differs, as does their participation in activities and tourism-related spending (South African Tourism, 2018). Market intelligence and research point toward most tourists from overseas markets coming to South Africa for leisure purposes, while tourists from the African continent are likelier to visit friends and relatives, or travel for business or medical reasons (South African Tourism, 2018a).

Incoming visitors from long-haul markets tend to participate in various leisure-based activities, whereas those arriving by land from neighbouring countries remain likelier to participate in social activities, including shopping, nightlife, and eating out (see figure 12).

Figure 12. Tourist numbers, spending behaviour and activities undertaken while in South Africa 2017



Note: Africa land refers to Botswana, Lesotho, Malawi, Namibia, Swaziland, Zambia, and Zimbabwe. Africa air refers to African countries not included in Africa land. Mozambique Source: South Africa Tourism Annual Report, 2017

Overseas visitors, including those arriving from continental Africa by air, spend considerably more on average and are likelier to participate in activities related to natural attractions, cultural heritage, and wildlife. Marketing strategies in these high spending origin markets should therefore focus on these core competitive assets.





Facilitating travel to South Africa is key to increasing inbound tourism

According to the OECD in order, for South Africa to attract international visitors, the ability to travel with minimal disruption from source markets to ports of entry and then on to the final destination – including crossing borders – is a key aspect for consideration (OECD, 2020).

South Africa is challenged by its remote geographic location relative to non-African core markets, which translates into long travel times and for many potential tourists. Recent COVID-19 protocols, such as mandatory testing and need for quarantine, have not aided in positive strides being made to this situation.

Tourism strategies to attract international visitors, therefore, not only have to improve accessibility and connections to existing and potential source markets, but now have to take in to consideration the hygiene safety and security protocols due to COVID-19. The perceived risk of traveling in itself, and safety of the destination, being travelled to are of paramount concern and consideration.

South Africa's airport connections are fairly well-developed within sub-Saharan Africa. South Africa has the most developed air transport infrastructure and ranks well with respect to the quality and the number of operating airlines (World Economic Forum, 2019).

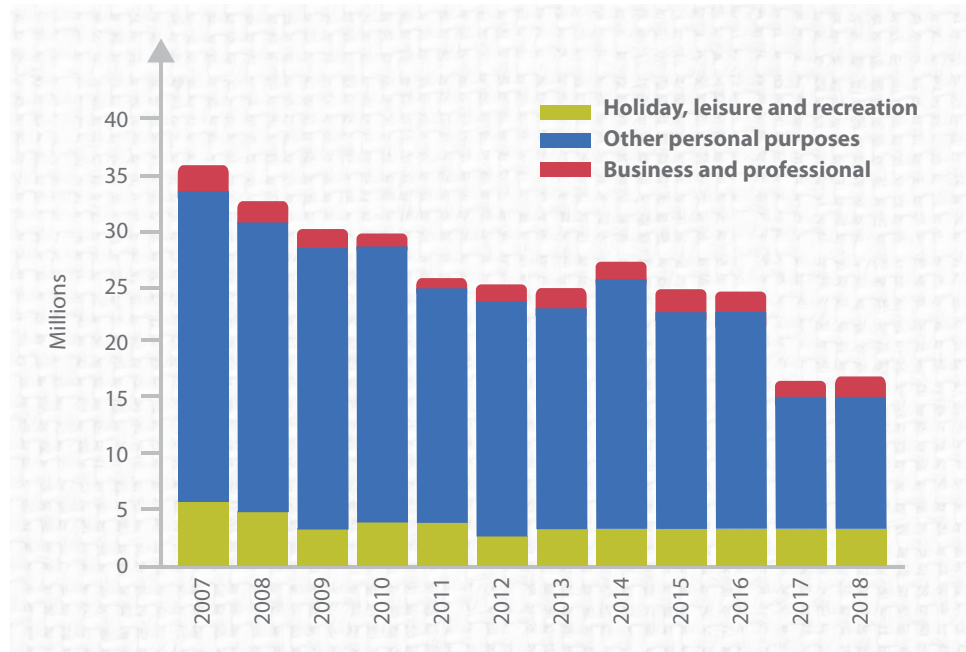
According to estimates by TBCSA, airport capacity is adequate for the accommodation of rising visitor numbers in the short- to medium-term. Policy makers and planners alike ought to take into consideration the long-term needs and potential recovery scenarios of the travel and tourism industry as part of the transport access and infrastructure planning process.

Domestic tourism

As advanced economies with rather large domestic tourism shares have demonstrated the potential to reduce exposure of the unpredictability of inbound international tourism, stimulate economic development in rural and regional areas, and improve the local tourism culture. Against the backdrop of the COVID-19 pandemic, reduced international flights and numerous travel restrictions enacted by countries, domestic tourism has the potential to be the main driver to recover the tourism sector (OECD, 2020b).

A key challenge facing the South African tourism sector is finding ways to stimulate domestic tourism on the back of a weakened economy. Weak economic growth and high unemployment rates have put household disposable income under immense pressure. Hence, over the last decade, total domestic tourism trips have declined (see figure 13).

Figure 13. Domestic tourism trips are trending downwards by purpose, 2007-2018



Domestic tourism in South Africa is characterised mainly by visiting family and friends. Trips for the reason of holiday, leisure and recreation, which tend to create more tourism revenues, constitute only 15% of all domestic tourist trips. The biggest inhibiting factors according to respondents from the domestic tourism survey are related to affordability (40%), and that travellers have no reason to take a trip (23%) (South African Tourism, 2019). The deficiency of a tourism culture has been primarily moulded by the legacy of apartheid, and although the make-up and nature of domestic tourism has evolved since then, domestic tourism remains well below its expected potential (Rogerson and Rogerson, 2020). In order to establish a more resilient tourism sector, where domestic tourism can balance seasonality and unpredictability of international arrivals, the industry has reacted by developing products that appeal to members across all market segments. Nevertheless, domestic tourism in South Africa faces a lack of diversity and inclusive pricing strategies (Department of Tourism, 2018b).

The domestic tourism strategy ought not only centre on differentiated marketing, but also on differentiated pricing mechanisms for domestic tourists to increase accessibility to different social classes and counter seasonality (Department of Tourism, 2018b). Perhaps reduced entrance fees to tourism sights and attractions for local residents, low-income groups, and during off-season could stabilise visitor numbers. For example, several European countries have active policies contending seasonality and promoting Tourism for all (e.g., Czech Republic, France, Greece, and Hungary), which primarily target the domestic market (OECD, 2020).

Tourism development does not spontaneously translate into inclusive growth. Rogerson and Rogerson (2020) suggests the far-reaching effects of COVID-19 are reduced flows of VFR travel across many South African small town and rural municipalities. Although the sector retains the potential to create job opportunities, the benefits of tourism also have to spread into regions currently lagging behind. This is of utmost importance in South Africa, where spatial inequalities remain a legacy of apartheid spatial planning. Nonetheless, post-COVID-19 tourism recovery plans and policies therefore need to be designed carefully and in an all-inclusive way, taking into consideration the interdependencies across different sectors and allowing for input from different levels of government.

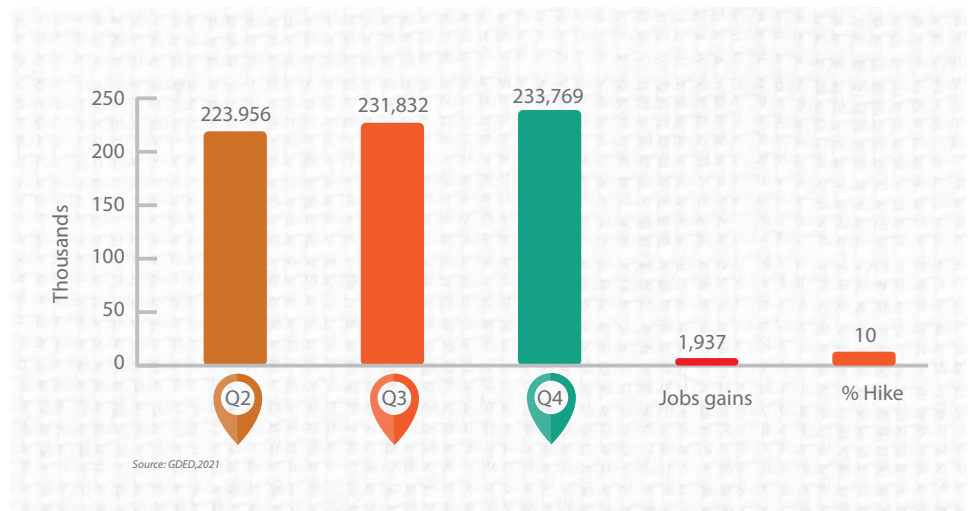
“Domestic tourism in South Africa is mainly characterised by visiting family and friends. Trips for the reason of holiday, leisure and recreation, which tend to create more tourism revenues, constitute only 15 percent of all domestic tourist trips.”

The pandemic embodies a crisis event that possibly is set to change the size and complexion of South Africa’s tourism sector, as well as the context in which it functions. Certainly, the scale of the pandemic will restructure existing patterns of tourism, accommodation services, and commercial aviation flows for South Africa. In terms of absolute impact, the decline of tourism and spend will be experienced in the country’s leading metropolitan centres - the City of Johannesburg, Ekurhuleni, and Tshwane.

It is in the group of South Africa’s most tourism dependent localities that the impacts of COVID-19 will be most harshly felt. In the midst of this change, the future also promises many opportunities for the sector to excel in its new form. The post-COVID-19 global business environment will offer a unique opportunity to address the sector’s age-old structural impediments, which have traditionally contributed to its underperformance.

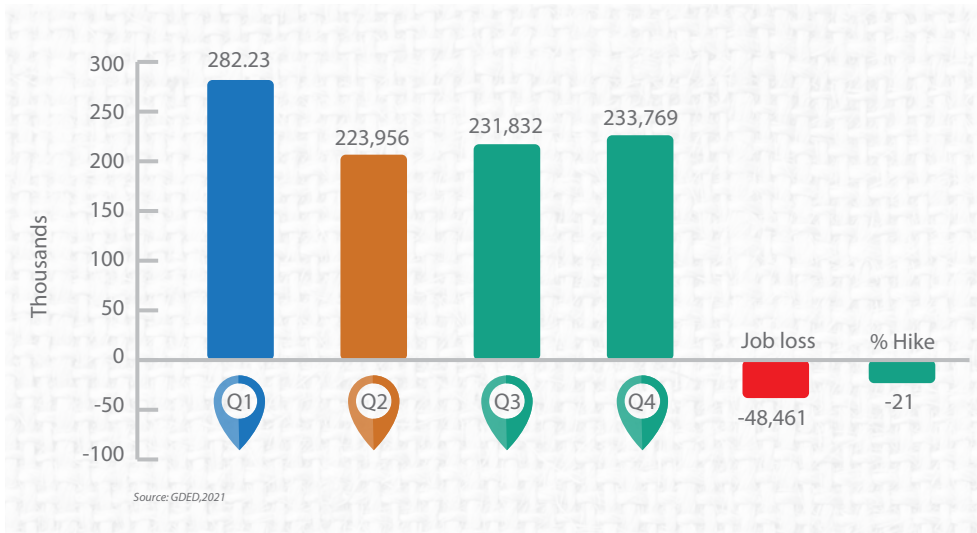
There will be opportunity to build back better, with greater resilience and innovation during a period when new technologies can offer extensive benefits across the travel and tourism value chain. In terms of the Gauteng tourism industry, there was a recovery in the number of individuals that scooped employment in various tourism industry categories of the economy – from 231 832 in Q3 to 233 769 in Q4, an increase of 1 937 (please see Gauteng Tourism Employment graph below for reference).

Gauteng Tourism Employment



Despite the recovery in the number of jobs recreated in the tourism industry, overall Gauteng job loss is 48 461 (see Pre and Post Gauteng Tourism Employment graph below).

Pre and Post Gauteng Tourism Employment



The hopes of the tourism for a further recovery and traveller confidence have been built. By demography, 82,8% of people employed in the tourism sector are Africans, followed by whites at 12,6%, coloureds at 3,5%, and Indians/Asians at 1.1%.



Mandela House, Soweto



Bungee Jump, Soweto Towers

Destination marketing process

WHAT WE DO

PRIMARY DMO ROLE

Tell the Destination Story

Get on the list of **consideration**
Inform, Educate and Advise Visitors and Newcomers

SECONDARY ROLE

Provide a Platform for Local Business
to Harvest Visitor Demand

VISITORS

LEISURE/PERSONAL BUSINESS (INCLUDING CONVENTIONS)
POTENTIAL NEWCOMERS
RELOCATING BUSINESSES

SECONDARY ROLE

Stimulate
& Visitor Circulation
Spending Post-Arrival

SUPPORTING ROLES

INFORM
PRIVATE AND PUBLIC
DEVELOPMENT
DECISIONS

SPEARHEAD
A CONSISTENT
BRAND MESSAGE
FOR OTHER MESSENGERS

STEWARD THE
SUSTAINABILITY OF
PLACE-BASED ASSETS

Contribution of Destination Marketing to the Strategic Outcome-Oriented Goal

Media, Brand and Digital Marketing

GTA continued to use destination marketing communication as an integral part of any organisation, initiative and behaviour changing process. Whilst its primary objective is to communicate and educate, its secondary role of behavioural change, makes it a fundamental necessity in any organisation.



DESTINATION MARKETING

Purpose

The purpose of the Destination Marketing programme is to provide integrated communication services across GTA, positioning the Gauteng Province as the leading Bleisure destination in Africa (a blend of business and leisure). The Destination Marketing unit is responsible for branding, communications, and for marketing the Gauteng Global City Region to the local, domestic, and international markets.

Sub-Programmes

The unit includes Branding and Content, Digital, and Media and Communications sub-programmes. In the FY2020/2021 the unit was joined by the Trade Partnerships team and the Leisure and Domestic Marketing team. The transfer of the Trade Partnerships and the Leisure and Domestic Marketing team, has encouraged integration across the various units and teams, as the sub-units amalgamate plans and funds to support key international markets (virtually promoted to during the FY2020/2021). The initiatives highlighted in the FY2020/2021, such as the International Tourism Bourse (known as ITB Berlin), the LGBTQI Masterclass, Tourism Month, and Tourism Day programmes are included in the work reported in this Annual Report. The Sub-Programmes are as follows:

- Branding and Content;
- Digital;
- Media and Communications;
- Leisure and Domestic Marketing; and
- Trade Partnerships.

The business unit implements a number of campaigns and initiatives. This results in an increase in the number of visitors to tourism sites and purchase of tourism products that are offered by Destination Gauteng. The unit works closely with entities that form part of the tourism value chain, including those from the private sector such as large tourism businesses as well as SMMEs. These entities offer services that enable GTA to market and promote the destination through campaigns such as the Spring to Summer, Gauteng Festive Summer, and Easter Staycation campaigns.

Gauteng Convention and Events Bureau

Unit Purpose

The Gauteng Convention and Events Bureau (GCEB) business unit is established to identify, attract, secure bids, and host small, medium, and large meeting, conference, exhibition, incentive, and events gatherings. These initiatives are implemented in an informed manner with researched potential of significant return on investment, maximum impact, and the ability to raise the level of awareness of Gauteng's wide range of business tourism related venues and associated services.

GCEB enables economic growth and create jobs in the areas of tourism, conferencing, and hospitality (inclusive of social cohesion in township communities). This adds value to the GDP and employment rate within the sector.

The business unit is mandated to position and profile Gauteng as a business events destination. This is achieved through bidding and hosting of events. It serves as a one-stop solution for independent information and assistance, giving unbiased advice on all aspects of bidding, hosting, and organising various types of events in Gauteng. Furthermore, the business unit sharpens and focuses government's ongoing involvement in attracting and hosting events - providing direction for a more coordinated and comprehensive approach.

Thus, the GCEB is comprised of three sub-units with distinct areas of operations, namely, business-lead development, events marketing, and MICE marketing.

Role of the unit in the overall organisation mix

The overarching aim of hosting events is to create a systematic, balanced, and sustainable portfolio of world-class events that deliver a long-term economic, social, and cultural legacy for the people of Gauteng, as well as ensuring best value for public resources.

Unit Strategic Goal

Grow visitor economy.

Unit Strategic Objectives:

- To grow the Gauteng City Region economy;
- To contribute to inclusive growth; and
- To grow the business tourism and events industry.

Key Functional Work Areas of Focus

- The function of GCEB is to continuously implement a bidding and hosting strategy that assists in selling and promoting Gauteng MICE and Events offerings.
- To convince both the international and national markets that Gauteng has the capability to host any type of event.
- To support development of exhibitions (event marketing).
- To create business opportunities for SMME township-based suppliers.
- To generate economic value through the Events and MICE Supports Programme.
- To collaborate with strategic partners to attract secure business events as well as investment opportunities for the province.

SUB-PROGRAMMES WITH KEY FUNCTIONAL WORK AREAS

Events and MICE

- Business events support, leveraging, and promotion.
- To incubate local and community events into signature events (event development).
- To convince the MICE and Events industry to choose Gauteng over our competitors (Bidding).
- To attract high-yield business events to Gauteng, such as MICE.
- To identify, attract, and provide support in hosting a diverse range of world-class events in Gauteng.
- Identify, attract, and secure future international and national MICE events, and a diverse range of major events for the province.
- To support and promote the hosting of local events (approximately three per region) and ensure a year-round range of local and community events in all regions.
- To develop and/or support events that are unique to Gauteng, which can be grown into major or significant events that can be transferred to private ownership once sustainable (incubator events).
- To leverage events towards positioning Gauteng as an events destination.

Bidding Leads Development

- To identify and qualify business leads from diverse sources.
- To identify strategic partners to bid for major events.
- To prepare and compile bid document/s, and present the bid/s (if required).
- Facilitate site inspection pre- and post-awarding activities.
- To delegate/participation boosting and increase visitor numbers.

- To initiate and/or bid for events, promote, support, and host at least one iconic/mega event in Gauteng every five to ten years, as well as one major event annually.
- To initiate and/or bid for, promote, support, and host significant events annually - preferably one within each Gauteng region.

Destination Management and Development

The purpose of the programme is to inform and provide tourism support to visitors by partnering with the industry to achieve visitor economic growth, deliver a Global City Region integrated membership system and, create a memorable visitor experience. The focus for the FY2020/2021 due to COVID-19 lockdown restrictions, which severely affected the SMME's ability to develop new products and services, was to encourage an improved inclusive sustainable tourism and visitor experience and reduce inequality within and among communities.

- The programme objectives are to:
- Promote Gauteng tourism attractions and experiences;
- Promote township tourism attractions and experiences;
- Work with strategic partners to attract tourism trade for Gauteng;
- Provide tourism visitor infrastructure; and
- Implement tourist safety programmes aimed at preventing crime.

The unit's sub-programmes are as follows:

- Visitor Information Services.
- Tourism Support.
- Membership coordination.

The unit worked with national government to assist with the implementation of initiatives such as the Tourism Sustainable Development Programme, additional information on this programme is provided on page 46.

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Outcome: Growing the visitor economy

Outcomes, outputs, output indicators, targets and actual achievements

GTA did not implement the pre-COVID-19 lockdown APP-2020/21

PROGRAMME 1: DESTINATION MARKETING

Purpose: To stimulate demand for destination Gauteng tourism offerings and increased brand awareness.

Programme / Sub-programme: Destination Marketing								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Growing the visitor economy	Implemented Destination Gauteng's integrated brand communications and marketing plan to increase demand for the province's domestic and international tourism offerings	Number of destination communications initiatives implemented at domestic platforms (to regain domestic tourism trade volumes and encourage regional investment and trade)	11	26	5	9	4	The GTA was able to increase the number of planned initiatives through a hybrid or restricted numbers events and virtual platforms. Lockdown Level two allowed the GTA to implement the Tourism Recovery Plan by re-igniting demand through the promotion of the Spring to Summer, and the #GPFestive Summer campaigns in the September to December 2020 months.
		Number of destination communications initiatives implemented at international platforms (to regain international tourism trade volumes, and encourage regional investment and trade)	59	35	5	5	The target was achieved through virtual platforms.	The target was achieved.

Strategy to overcome areas of under performance

Not applicable

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not applicable

PROGRAMME 2: CONFERENCES, EVENTS AND BUSINESS TOURISM

Purpose: To stimulate, facilitate, and enhance the attractiveness and awareness of the province and drive conversion or use the destination Marketing

Programme / Sub-programme:								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Growing the visitor economy	Presented Bids (major, significant, and regional events)	Number of bids presented	10	22	26	27	1	One bid was an opportunity identified. GTA overachieved performance on presented bids during Quarter 3.
	Drive transformation in business tourism	Number of black owned SMMEs interventions implemented	Not applicable, new indicator as from FY2020/21	Not applicable, new indicator as from FY2020/21	12	12	0	Achieved as planned.
	Destination sales interventions	Number of virtual business exchange programmes hosted	Not applicable, new indicator as from FY2020/21	Not applicable, new indicator as from FY2020/21	4	5	1	One virtual business exchange was an opportunity identified.

Strategy to overcome areas of under performance

Not applicable

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not applicable



PROGRAMME 3: DESTINATION MANAGEMENT AND DEVELOPMENT

Purpose: To encourage sustainable tourism and visitor experience, and reduce inequalities within and among communities

Programme / Sub-programme:								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	**Actual Achievement 2020/2021	Deviation from planned target to Actual Achievement 2020/2021	Reasons for deviations
Growing the visitor economy	Sustainable tourism	Number of tourism businesses supported through Tourism Sustainable Development Programme	Not applicable, new indicator as from FY2020/21	Not applicable, new indicator as from FY2020/21	30	111	81	Partnership with the NDT, Department of Small Business Development, and Department of Arts and Culture, GEP, GDED, and Regional Offices.

Strategy to overcome areas of under performance

Not applicable

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

Not applicable

IMPACT PER IMPLEMENTED PROJECTS

Programme Performance Indicators	Project	Project Objectives and Impact
Number of destination communications initiatives implemented at domestic platforms (to regain domestic tourism trade volumes and encourage regional investment and trade)	Launched Tourism Month in partnership with NDT focusing on Cullinan and peri-rural areas of the Northern Corridor in line with UNWTO theme of Tourism and Rural Development and in support of the recovery plan.	Connecting the city region to with potential travellers in a genuine and expressive manner. This has potential to improve consumers perception about Gauteng and its attractions which, in return, can generate economic benefits for long term economic benefits.
	Hosted World Tourism Day activities in the Western Corridor aimed at stimulating demand for local domestic market, sustaining the current tourism jobs and improve the brand profile of destination Gauteng in line with the recovery plan and GGT2030.	Stimulate demand for the sector to generate significant economic impact thereby driving visitation. This may demonstrate the potential long-term benefits for broader economic development.
	#GPFestiveSummer Domestic Tourism Launch & Drive in Western and Northern corridors to promote and market Gauteng's Tourism Products and Experiences led by the MEC Morakane Mosupyo;	The projects heightened awareness of GCR offerings to domestic and international markets inclusive of COVID 19 health and safety protocols, and stimulated demand for domestic tourism for local consumption, as well as awareness of the province's travel and tourism readiness in line with the recovery plan of the sector.
	Community Media Partnership to drive local tourism awareness;	Built positive feelings toward a travel experience and inspire travel.
	GTA and City of Tshwane (TEDA) leveraging of the hosting of IDOLS SA;	Idols SA was used as a tool for creating, shaping, and reinforcing perceptions about Gauteng as a destination which is powerful marketing strategy thereby portraying motivating images about the destination which motivates people to visit certain places.
	Makhelwane Festival to promote community-based tourism and SMME's support in the creative and travel sectors during the Festive Summer in GP.	Collaboration with City of Johannesburg at Makhelwane festival with the aim of promoting and encouraging market access for the township tourism products and experiences. Impact: Gauteng established as a quality lifestyle and entertainment events destination for locals and visitors.



Programme Performance Indicators	Project	Project Objectives and Impact
Number of destination communications initiatives implemented at domestic platforms (to regain domestic tourism trade volumes and encourage regional investment and trade)	#SummerDifferently Digital Campaign focusing on #GautengIsOpen and COVID-19 resurgence messaging in December 2020	<p>The campaign focusing on #GautengIsOpen and COVID-19 resurgence messaging in December 2020. With the reopening of Tourism Sector under the risk adjusted strategy Level 2 to Level 1, there was an increase in demand for Gauteng Tourism experiences. This created a need for heightened awareness of these differentiated experiences. GTA executed the #GautengIsOpen for travel campaign as part of positioning destination Gauteng as a preferred leisure destination to re-ignite the tourism sector (inclusive of COVID-19 health and safety protocols).</p> <p>The campaign increased awareness of Gauteng tourism offerings and stimulated on the demand for local consumption and sector ignition. The campaign also empowered locals and tourism stakeholders about the importance of having information about open, COVID-19 compliant local attractions, local events, and forms of entertainment that could be of interest experience seekers in Gauteng.</p>
	Travel with Purpose Campaign	<p>The campaign focused on the regeneration of the tourism sector through increased economic activity, increasing awareness and understanding of doing tourism business in the digital age.</p> <p>This provided SMMEs with platform for creating the need for travellers to TRAVEL WITH PURPOSE. It also encouraged Gautengers to make a difference in their direct communities and surrounding areas, and encouraged them to travel every day. Furthermore, TRAVEL WITH PURPOSE also assist travellers and businesses in the tourism sector to understand that travel is not necessarily going out of province, but can be going to an establishment to have dinner, going on a day tour or a short trip to facilitate the rebuilding of the tourism economy.</p>
	Gauteng Easter Staycation Campaign	<p>The aim was to increase the domestic demand of Gauteng's offerings to locals and encouraged them to be tourists in their own backyards and champion hosts for visitors.</p> <p>The campaign communicated the province's travel and tourism readiness and safety messaging in line with the Tourism Recovery Plan for the sector.</p>
	LGBTQI Tourism Masterclass in the promotion of Gauteng as a safe space for gays and lesbians.	Destination Gauteng was positioned as an inclusive, safe, and cosmopolitan city region open for trans and queer gender communities

Programme Performance Indicators	Project	Project Objectives and Impact
initiatives implemented at international platforms (to regain international tourism trade volumes and encourage regional investment and trade)	Destination Gauteng is positioned as an inclusive, safe, and cosmopolitan city region open for trans and queer gender communities	Destination Gauteng was positioned as a preferred leisure destination to re-ignite the tourism sector.
	India Chapter Engagement Session	<p>In collaboration with South African Tourism, the India market sessions with Gauteng tour operators focused on Gauteng products which would be of interest to Indian visitors and highlighted some of the niche products and “hidden gems”, products that may not have been marketed to the Indian market previously.</p> <p>The result of this engagement was an increased array of SMME products and experiences promoted to the Indian and South East Asian tour operators regarding ‘destination Gauteng’ and its tourism products.</p>
	ITB Berlin Trade Show	The virtual conference and exhibition at ITB Berlin increased the demand for Gauteng’s visitor economy to internationally markets. Through our participation, GTA was able to attract first time and repeat visitors using its marketing strategies. The GTA was also able to provide a platform for the sector to be aligned with global partners; especially strategic partners that can play a part in enhancing the Gauteng Brand. GTA also acquired knowledge about new trends and package the offerings and experiences in the tourism industry within trade.
	Accessibility itineraries and packages of heritage sites and government owned-reserves for promotion to Asia, Australasia and Middle East Americas and Africa Markets.	Introduced and brought awareness to new products/experiences to the Asian, Australian, and Middle Eastern Market, and tour operators about Gauteng and its products, particularly heritage sites and government-owned nature reserves.
	Media participation at the 4th & 2021 Africa Business Tourism & MICE Masterclass.	Media coverage and awareness in the global market to create awareness of event and meeting strategies for Gauteng Conventions and Bureau.

Programme Performance Indicators	Project	Project Objectives and Impact
Number black owned SMMEs interventions implemented	Managing cashflow	Entrepreneurship platform was aimed at educating SMMEs on cashflow. SMMEs were taught how to manage their cashflow during the difficult times of the pandemic.
	Raising Capital for recovery and growth	Collaboration between stakeholders such as GEP, GDED, and GTA in sharing the invite to the SMMEs to participate in the platform provided for the SMMEs ensured a successful entrepreneurship platform for equipping SMMEs with strategies for recovery and growth of their businesses.
	Completion of PSL 2019/20 closing season	<p>Gauteng Provincial Government (GPG) submitted a bid to the PSL to support the completion of the 2019/20 season behind closed doors and in line with COVID-19 policies.</p> <p>To ensure that the Gauteng-based teams, in particular, are saved from bankruptcy during the COVID-19 pandemic.</p> <p>Usage opportunity to revitalise and kickstart the economic activities in Gauteng during the 45 days by utilising sport facilities, hotels, transport, catering, etc.</p> <p>Estimated contribution to Gauteng employment opportunities.</p>
	Empowering the equality generation in Economic Development.	Collaboration with City of Tshwane. Webinar highlighting the importance of the participation of women and SMME in the economy – as leaders rather than just workers. This was to explore women participation and equality generation during COVID-19 pandemic.
	IAAE Digital Summit October 2020: What about buying a business	<p>Entrepreneurship platform equipping and upskilling SMMEs on businesses.</p> <p>Gauteng Entrepreneurs participants: 238 (60% of 398 participants) and in total 398 participants from the nine provinces.</p>
	Conference on African Natural Ingredients	Guidance was provided to the SMMEs organising a virtual conference on promoting the event, and creating hype around the virtual conference. The virtual conference was well attended, using the guidelines provided by GTA in creating hype about the event and gaining followers, using GTA website and 10times.com

Programme Performance Indicators	Project	Project Objectives and Impact
Number black owned SMMEs interventions implemented	Restart Expo	<p>Information sharing session and SMME upskilling on how to restart their businesses and how to adhere to COVID-19 safety protocols within the industry.</p> <p>Assisted SMMEs in becoming market, trade, and conference organising and hosting ready.</p> <p>The restart exhibition welcomed a total of 926 physical attendees to the exhibition at Johannesburg Expo Centre. These consisted of:</p> <ul style="list-style-type: none"> • 678 Visitors, • 248 Exhibitors and Speakers. <p>In addition, we had a virtual audience that included:</p> <ul style="list-style-type: none"> • 278 Webinar Attendees. • 655 Facebook Video Views. • The participants included Professional Conference Organisers, Event Organisers, Exhibition Stand Builders, and Tourism Industry Stakeholders.
	IAAE Digital Summit November 2020: "Taking stock of 2020 planning 2021".	<p>Entrepreneurship platform equipping and upskilling SMMEs on preparation and planning for the upcoming year.</p> <p>Out of 145 participants, 101 entrepreneurs participants were from Gauteng. Gauteng had the highest number of participants compared to other provincial participants.</p>
	SA EU CEO Dialogue Summit.	<p>Promoted Destination Gauteng as a vital economic hub.</p> <p>Leveraged on trade and Investment opportunity between Gauteng and Italy through the CEO's Dialogue.</p> <p>The Dialogue serves as a strategic platform for promoting the long-term growth of key economic sectors between South Africa and Italy.</p> <p>Positioned Gauteng as a vital economic hub.</p> <p>Appointment of the virtual service provider – created jobs for eight assistants and the appointment of the hosting venue. Created 18 jobs for work at the hosting venue, especially during the pandemic since many establishments are closing down due to the COVID-19 pandemic.</p>

Programme Performance Indicators	Project	Project Objectives and Impact
Number black owned SMMEs interventions implemented	Junior Chamber International delegate boosting (JCI)	Delegation Boosting Campaign in creating hype, destination promotion and attracting participants to register for the upcoming Hybrid Junior Chamber International to be hosted in Gauteng in 2021.
	The Africa Hybrid MICE Masterclass 2021	<p>The following were the objectives of the Project:</p> <ul style="list-style-type: none"> • How to navigate hotel operation during and post-COVID-19 by creating hybrid event strategy and marketing plans. • Gain insights into the future of Africa MICE in the COVID-19 era and the New Normal. • Understand the global framework for re-opening exhibitions & B2B Trade events post COVID-19 pandemic. • Ensure that risk assessment and emergency preparedness of convention bureau, venues, hotels, PCOs, Incentive Planners, and all other service providers are included in the reviewing of MICE Business Strategies, planning and execution of all African Convention Bureau. • Reconnect the Africa MICE industry to share experiences and knowledge, and jointly explore the potential of COVID-19 opportunities - both domestically and across the continent. • Equip stakeholders, particularly SMMEs, to be COVID-19 ready in relation to COVID-19 protocols, health and safety, and new MICE technology landscape. <p>13 jobs were created through the virtual service provider company that was appointed, 10 Tourism Industry Stakeholders were invited and provided an opportunity to participate in the MICE Masterclass.</p>
	European Tour Packages SMME Intervention	This exercise was to increase provincial and geographical spread in order to offer the traveller a wide variety of experiences to increase arrivals. To strengthen relations between the three Gauteng SMME with South African Tourism Europe Regional Specialist. Submitted Trade and MICE packages to promote Gauteng/ South Africa as a favourable destination to European market as per the insights received from South African Tourism.

Programme Performance Indicators	Project	Project Objectives and Impact
Number of virtual business exchange programmes hosted	African Knowledge exchange	GTA participated in the business exchange to identify potential business events for FY2022-2028
	International Convention and conference global virtual business exchange	GTA participated in the business exchange to identify potential business events for FY2022-2028
	International Convention and Conference Global Virtual Business Exchange.	<p>GTA participated in the business exchange and joined the virtual South African pavilion at IBTM World, Fira Gran Via in Barcelona, on 8-12 December 2020.</p> <p>IBTM World is the leading global event for the MICE industry. The goal was to inspire the events world to deliver exceptional experiences for their customers.</p>
	International Convention and Conference Association virtual business exchange are sessions where international participants share information on events they have recently hosted.	<p>GTA participated in the business exchange to identify potential business events for FY2022-2028</p> <p>This information could turn into potential clients for destination Gauteng as it assists in ease of bidding. Participants gives valuable background information normally not known to SMMEs and other stakeholders on the decision-making process, contacts, and budget issues which are crucial to win business opportunities.</p>



Programme Performance Indicators	Project	Project Objectives and Impact
Number of bids presented	<p>The following bids were presented:</p> <ul style="list-style-type: none"> Aba Global Seminar 6th AWIEF Conference 2023 South African youth and start up in tourism summit 2021/2 National Tourism Careers Expo 2021-2023 Open education 2022 International Working Group (IWG) on Women & Sport 2026 African Women Innovation and Entrepreneurship Forum 2021 ITEA Conference and School of Transportation Economics 2023 International Association of Pattern Recognition 2024 African Tourism Leadership 2021-2023 Travel Blogger Exchange Conference 2022/23 International Sociological Association Forum 2020/21 Conference of the International Society of Magnetic Resonance ISMAR 2025 World Leisure Congress 2026 Hyundai Archery World Cup Final 2021/22 Histories of Media Art, Science and Technology 2022 World Conference Women Sport 2026 African Cultural Choral Championships 2021 International Symposium on computer performance measurement and modelling 2022 6th International Conference Public Policy 2023 International Congress of International Technology and Travel and Tourism 2023 World Athletics Meeting 2021-2023 Reggio Emillio Sonchini international games 2021&2024 Kings and Monarch Cultural Heritage 2022-2024 African Health Society Conference 2022 International Society for Quality-of-life Studies (ISQOLS) 2022 	<p>The bidding seeks to elevate destination Gauteng through:</p> <ul style="list-style-type: none"> • The deployment of a more comprehensive approach to researching and identifying bids that will deliver a greater yield in terms of the destination's recovery, and will also showcase destination Gauteng as a world-class top of mind events destination. • Targeting corporate meetings (board meetings, strategy meeting, team building meetings, and group lead generation activities focusing on priority sectors linked to GGT2030 (Agriculture, Manufacturing, Finance, Aviation, Automotive, Trade and Investment), national associations, educational institutions, and government departments and agencies) using the bidding framework to enable regional spread; and • Develop a bid pipeline for hosting future events inclusive of 26 bids in priority economic sectors for hosting during 2022-2028. <p>Of the 27 presented bids, the following were won:</p> <ul style="list-style-type: none"> National Tourism Careers Expo 2021-2023 6th AWIEF Conference 2023 World Athletics Meeting 2021-2023 Reggio Emillio Sonchini international games 2021 and 2024 Kings and Monarch Cultural Heritage 2022-2024 Histories of Media Art, Science & Technology 2022 African Cultural Choral Championships 2021
Number of tourism enterprises participated in the Gauteng Tourist Enterprise Development Programme	<p>SMMES were supported through the following projects:</p> <ul style="list-style-type: none"> Business efficiency Service Excellence. <p>The project included intervention for COVID 19.</p>	<p>GTA Signed an SLA with the Department of Small Business Development and the Department of Arts and Culture, which required GTA to provide direct support to SMMES and individual operators through COVID-19 support initiatives.</p> <p>These interventions were also meant to ensure SMMES are able to pay necessary costs like electricity and staff (even if only partially). The signed SLA had its own budget provision. Separate SMME regional workshops on Service Excellence Minimum Standards (SAMS 1197) have been implemented in collaboration with Department of Tourism for all the five regions.</p> <p>SMMES were trained on the best practices and minimum standards. The project was implemented in collaboration with the Department of Tourism (national and regional)</p>

ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

In 2020/21 financial year, GTA worked with the sector in responding to COVID-19, thereby focusing on marketing activities (taking into cognisance that travel activities should observe COVID-19 protocols). The Authority focused on showcasing attractions at both domestic and international platforms. As stated above, the recovery plan deliberated on building confidence-preparing Gauteng attractions to comply with various health protocol required for ensuring a safe tourism sector. Furthermore, the use of digital approach was encouraged to implement tourism activities at both domestic and international markets.

A number of Bidding and Hosting projects were implemented deliberating on international events positioning Gauteng as the destination of choice. GTA targeted bids with potential leads development by mining business opportunities for hosting for future events. Nonetheless, as part of the recovery plan, the authority targeted corporate meetings (board meetings, strategy meetings, and team building meetings) as well as group lead generation activities focusing on priority sectors linked to GGT2030 (Agriculture, Manufacturing, Finance, Aviation, Automotive, Trade, and Investment), national association, educational institutions, and government departments and agencies using bidding framework to enable regional spread.

In narrowing down projects per programme, Destination Marketing implemented a number of destination promotion projects aimed at stimulating demand at both domestic and international platforms. The following projects were implemented with a focus at domestic platform:

- Launched Tourism Month in partnership with NDT focusing on Cullinan and peri-rural areas of the Northern Corridor in line with UNWTO theme of Tourism and Rural Development and in support of the recovery plan;

- Hosted World Tourism Day activities in the Western Corridor aimed at stimulating demand for local domestic market, sustaining the current tourism jobs and improving the brand profile of destination Gauteng in line with the recovery plan and GGT2030;
- Community Media Partnership to drive local tourism awareness;
- #SummerDifferently Digital Campaign focusing on #GautengIsOpen and COVID-19 resurgence messaging in December 2020, Travel With Purpose Campaign, Gauteng Easter Staycation Campaign;
- Implemented #GPFestiveSummer Domestic Tourism Launch and Drive in Western and Northern corridors to promote and, market Gauteng's Tourism Products and Experiences (led by MEC Morakane Mosupyeo);
- Implemented GTA and City of Tshwane (TEDA) leveraging on the hosting of IDOLS SA; and
- Supported Makhelwane Festival to promote community-based tourism and SMME support in the creative and travel sectors during the Festive Summer in GP.

These marketing promotions are crucial for domestic tourism, because they provide a platform for connecting the city region to potential travelers in a genuine and expressive manner. This has the potential to improve consumers perception about Gauteng and its attractions, which in return can generate significant economic impact thereby driving visitation. This may demonstrate the potential long-term benefits for broader economic development and building positive feelings toward a travel experience, and inspire travel. The projects heightened awareness of GCR offerings to domestic and international markets inclusive of COVID-19 health and safety protocols, as well as awareness of the province's travel and tourism readiness in line with the recovery plan of the sector.

Idols SA, for example, was used as a tool for creating, shaping, and reinforcing perceptions about Gauteng as a destination, which is a powerful marketing strategy for portraying motivating images about the destination. GTA's collaboration with the City of Johannesburg at Makhelwane festival was leveraged to promote and encourage market access for the township tourism products and experiences. Through collaboration with the Makhelwane Festival, Gauteng was established as a quality lifestyle and entertainment events destination for locals and visitors. The Travel With Purpose campaign provided SMMEs with a platform for creating the need for travellers. It also encouraged Gauteng residents to make a difference in their direct communities and surrounding areas, and encouraged them to travel every day. Through the #SummerDifferently Digital Campaign, GTA was able to communicate with the province on travel and tourism readiness and safety messaging, taking into consideration (and in line with) the recovery plan of the sector.

Likewise, a number of destination marketing activities were implemented to stimulate travel at international source markets. The following projects were implemented:

- LGBTQI Tourism Masterclass in the promotion of Gauteng as a safe space for gays, bi-sexuals, and lesbians, and as an inclusive, safe, and cosmopolitan city region open for trans, intersex, and queer gender communities;
- ITB Berlin Trade Show;
- Accessibility itineraries and packages of heritage sites and government-owned reserves for promotion to Asia, Australasia, and Middle East Americas, as well as Africa Markets; and
- Media participation at the fourth and 2021 Africa Business Tourism and MICE Masterclass.

Through these marketing activities, Gauteng is likely to position itself as an inclusive, safe, and cosmopolitan city region, making it a preferred leisure destination.



DID YOU KNOW?

Dinokeng is one of South Africa's prime birdwatching areas, and is second only to Ndumo in the St Lucia area in terms of its numbers of bird species.



Dinokeng Game Reserve

The virtual conference and exhibition at ITB Berlin is likely to increase demand for Gauteng's visitor economy to international markets. The platform provided opportunities for attracting first time as well as repeat visitors, and a platform for the sector to be aligned with global partners (especially strategic partners that are able to play a part in enhancing the Gauteng Brand). Through participation in this conference, GTA was able to acquire knowledge about new trends and package the offerings and experiences in the tourism industry within trade. Marketing at international platforms became a means for introducing awareness of new products and experiences to the Asian, Australian, and Middle Eastern Market and tour operators, particularly heritage sites and government-owned nature reserves. Media coverage and awareness as used to access the global market, thereby creating awareness of event and meeting strategies for Gauteng Conventions and Bureau.

A number of interventions for supporting SMMEs in the context of events were implemented.

- These included managing cashflow, raising capital for recovery and growth, completion of PSL 2019/20 closing season, empowering the equality generation in Economic Development,
- IAAE Digital Summit October 2020 "What about buying a business", Conference on African Natural Ingredients, Restart Expo,
- IAAE Digital Summit November 2020 "Taking stock of 2020 planning 2021, SA EU CEO Dialogue Summit,
- The Africa Hybrid MICE Masterclass 2021; and
- European Tour Packages SMME Intervention.

The impact of these interventions focused on sustaining SMMEs to operate in the events industry. The following were achieved as objectives of the interventions above. SMMEs were taught how to manage their cashflow during the difficult times of the pandemic, equipping them with knowledge and experience for sharing on funding options. Furthermore, SMMEs were given platforms to collaborate with stakeholders such as GEP, GDED, and GTA in sharing ideas, and were given an opportunity to revitalise and kickstart the economic activities in Gauteng (thereby utilising sport facilities, hotels, transport, catering, etc.).

Such entrepreneurship platforms equip and upskill SMMEs, while also providing guidance for the promotion of their event. Information sharing sessions and SMME upskilling on how to restart their businesses and adhere to COVID-19 safety protocols within the industry were a major focus of the SMMEs intervention programmes. Over and above this, information sharing included ideas for assisting SMMEs to become market, trade, and conference organising specialists.

In total, 27 bids were presented, and this included the following: 6th AWIEF Conference 2023; ITEA Conference and school of transportation Economics 2023; African Cultural Choral Championships 2021; and Reggio Emillio Sonchini international games 2021 & 2024. Of the presented bids, five bids were won for hosting in Gauteng, and this included the following: African Tourism Leadership 2021-2023; National Tourism Careers Expo 2021-2023; World Athletics Meeting 2021-2023; Reggio Emillio Sonchini international games 2021 & 2024; and Kings and Monarch Cultural Heritage 2022-2024. Hosting events has the potential to generate impact in monetary value, create jobs and grow businesses while being leveraged as platforms for social cohesion.

More than 100 SMMEs were supported strategically and financially to sustain their businesses through the Tourism Sustainable Development programme. These interventions were also meant to ensure that SMMEs are able to pay necessary costs like electricity and staff (even if only partially). SMME regional workshops on Service Excellence Minimum Standards (SAMS 1197) have been implemented in collaboration with the Department of Tourism for all the five regions where SMMEs were trained on the best practices and minimum standards.

“In 2020/21 financial year, GTA worked with the sector in responding to COVID-19, thereby focusing on marketing activities (taking into cognisance that travel activities should observe COVID-19 protocols).”

REPORTING ON THE INSTITUTIONAL RESPONSE TO THE COVID-19 PANDEMIC

Project	Total budget allocated per intervention	Budget spent per intervention	Project Objective	Impact
<p>Authority implemented four Webinars. The overall purpose of these webinars was to engage the tourism sector in the province in relation to the current recovery and post COVID-19 measures; working with role-players in building a united pact to grow the Gauteng visitor economy together, and to provide a platform for Gauteng tourism stakeholders to identify areas requiring intervention. As presented below, each webinar had different objectives:</p>				
Understanding the nature and impact of COVID-19 on Gauteng Signature Tourism Attractions and Experiences			The impact of COVID-19 on Gauteng's Attractions and Experiences. This targeted approach planned to realign and reimagine the sector as well as the provincial offerings. The objective of these discussions was to engage provincial tourism stakeholders in relation to efforts at the gradual reopening of the sector; intensifying uptake of solidarity programmes of the government and the immediate inclusion of partners in these plans of reopening through the government's risk-adjusted strategy.	<p>A total of 5 107 businesses participated in these webinars due to the available social media platforms that were utilised. The webinars gave birth to the following outcomes:</p> <p>Development of plan of actions to give effect to outcomes of the four webinars.</p> <p>Access to information for Gauteng Tourism products, SMMEs, and enterprises on sector relief and measures contributing towards recovery.</p> <p>Identification of processes to formalise permanent platforms to discuss critical issues concerning the future development of the tourism industry.</p>
Coordination of relief measures, gearing up for recovery, and ignition of tourism in Gauteng			The relief efforts coordination with Gauteng Tourism Associations. This targeted approach planned to realign and reimagine the sector as well as the provincial offerings. The objectives of these discussions were to engage provincial tourism stakeholders in relation to efforts at the gradual reopening of the sector, to intensify uptake of solidarity programmes of the government, and the immediate inclusion of partners in these plans of reopening through the government's risk-adjusted strategy.	
Building a responsible and safe transport network to support Gauteng visitor economy recovery			Building a safe transport network coming out of lockdown restrictions per level. Discussions covered health measures and protocols in transport operations, de-risking the sector and restoration of confidence, information gathering and related protocols, and joint marketing initiatives.	
Gearing up for future Gauteng Events Circuit Post COVID-19			Health measures and protocols in venues, de-risking of the sector, and new ways of hosting events. Hosting of events to support relief measures and solidarity action, and the role of media partners in expanding events platforms beyond venues.	

Project	Total budget allocated per intervention	Budget spent per intervention	Project Objective	Impact
Women in Tourism Trade			<p>The overall purpose of these webinars was to</p> <ul style="list-style-type: none"> • Share and have a consultative process with the creative industry, as well as women in the tourism trade, in the promotion of destination Gauteng and contribution towards the growth of the destination economy; • Celebrate and heighten the role of women in Tourism; • Share knowledge and experiences between participants and experts from various disciplines in the creative industry and tourism trade; • Create online platforms for discussions and exchange ideas on finding common solutions with industry professionals (both established and emerging) on the continuity of the creative sector and role of women in tourism trade during and post COVID-19; • Share and have a consultative process with the creatives on the rolling out of the GTA merchandising strategy and gain inputs on how to localise it; • Engage on possibilities of promoting (continuous and sustainable production of destination branded promotional merchandise etc); and • Provide discussion on E-commerce opportunities for the creative industry and women in trade. 	<p>A total of 1,091 industry professionals and stakeholders participated in these webinars.</p> <ul style="list-style-type: none"> • The need to assist to transform local talent into a catalyst for dynamic creative industries that can foster sustainable employment while contributing to economic growth and enhancement of trade capacity; • Enhancing the role of creative industries in the promotion and marketing of Destination Gauteng; • Initiating the process of culture-driven innovation, enhancing the role of the industry's entrepreneurial process, and the importance of creativity and innovation within tourism; • Access to information for Gauteng Tourism products for SMMEs and enterprises on sector relief and measures contributing towards recovery; • Identification of processes to formalise permanent platforms to discuss critical issues concerning the future development of the tourism industry; and • The need to further collaborate with Gauteng Economic Development Agencies.
GP Engagement session with women in media				
Creative GP Engagement session with Gauteng Creative Sector				

Revenue Collection

GTA does not collect revenue

Capital Investment

Not applicable to the GTA

Service Delivery Improvement Plan

Organisational environment

During the period under review the CEO resigned during the month of September (2020). In order to mitigate the impact on the vacancy of the CEO, the Board appointed an Acting CEO. There were no major internal challenges that impacted on the functionality of the organisation.

GTA continued with a firm commitment to transform the tourism sector, which remained the Authority's strategic imperative in the year under review. GTA assessed the relevance of its current strategies and utilised partnerships in order to create opportunities for marketing and developing the sector.

Key policy developments and legislative changes

There were no key developments and legislative changes in the year under review.

PART C

GOVERNANCE



TOURISM

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INTRODUCTION

The GTA was established as a provincial public entity and a juristic person in terms of section 3 of the Gauteng Tourism Act (10 of 2001), read with schedule 3C of the Public Finance Management Act (1 of 1999). The Board of GTA together with the CEO constitute its Accounting Authority. The Board is responsible for oversight of the operational performance and governance of the GTA. The Gauteng Provincial Legislature and the Executive Authority exercises its oversight role through the evaluation of the GTA's performance.

Corporate governance embodies the processes and systems through which the entity is directed and purposed. It identifies who takes decisions, under what authority, and to what level of accountability. As a system of (internal and external) control, it ensures that leadership decision-making is exercised ethically and effectively towards the achievement of an ethical culture, good performance, effective control, and overall legitimacy. In other words, in a manner that balances the interests of all the stakeholders of the organisation. GTA subscribes to the principles of good corporate governance as set out in the King IV Report on Corporate Governance for South Africa and continuously reviews its compliance with the applicable corporate governance practices.

PORTFOLIO COMMITTEES

Not applicable. GTA engaged with the Portfolio Committee of the Gauteng Provincial Legislature through the GDED.

EXECUTIVE AUTHORITY

In accordance with section 1(d) of the PFMA read with section 52 of the PFMA, the Member of the Executive Council responsible for tourism in the Gauteng Province is

the Executive Authority of the GTA. In several administrative respects, the Executive Authority engages GTA through the Gauteng Department of Economic Development (GDED). The Board and the MEC and GDED concluded a Shareholder's Compact and a Funding Agreement for the 2020-21 financial year. GTA reports on a quarterly basis to its Executive Authority on the progress towards the achievement of predetermined objectives.

ACCOUNTING AUTHORITY

The Gauteng Tourism Act (the Act) provides that the GTA Board must comprise a minimum of seven and a maximum of ten directors. In terms of the Act, the Chairperson and Chief Executive Officer are separate positions. This is aligned to corporate governance best practice as recommended in the King IV Report on Corporate Governance. The Chief Executive Officer is an ex officio Board member. The Board together with the Chief Executive Officer constitute the Accounting Authority of GTA, both in terms of the Act and the PFMA. The Board is appointed by the Executive Authority for a three-year term. The members constituting the Board were appointed on 1 October 2017, and their term ended on 30 September 2020. The Executive Authority reconstituted the Board with effect from 1 October 2020, the changes are detailed under Board Composition below. The Executive Authority may also appoint representatives to attend GTA's Board, and Board Committee meetings. Such representatives do not participate or vote in meetings and attend in order to aid the Executive Authority with its oversight of GTA's governance, strategy, and policy processes.

GTA has a unitary Board. GTA does not have a capital structure and all Board members are independent. Operational authority has been delegated to the Chief Executive Officer through a documented system of delegations. The Board, as

the Accounting Authority of GTA, is responsible for setting the strategic direction of the organisation in alignment with the socio-economic policy directives of the Executive Authority. Management develops operational strategies, policies, frameworks, and plans for Board approval. The Board oversees and monitors implementation and execution by management, and ensures that there is accountability for the performance of the organisation. While the Board oversees the overall process and structure of governance, management is responsible for the implementation of good governance and adherence to the relevant normative and regulatory frameworks.

The primary role of GTA's Board is to provide strategic direction and oversee the effective implementation of the strategy, as well as to support the system of internal controls. The internal controls articulate the values of the organisation and the Board. Through ethical and effective leadership, the Board must lead the business of GTA in the best interests of the organisation and its stakeholders. The Board must maintain oversight of the implementation of structured, good corporate governance principles in relation to strategy development, operational performance, and establishment of an internal control framework and assurance functions. Such functions include risk management and auditing.

Board Composition

The composition of GTA's Board is determined by the Executive Authority. During the year under review, GTA's Board was comprised of diverse members with an appropriate mix of knowledge, skills, and experience. Experience includes business, commercial, and industry experience that is needed to govern a tourism and destination marketing organisation, as set out in the table on page 62.

Composition of the current Board



Ms Judi Nwokedi
(Chairperson)

Qualifications

BA Social Science, leadership training, EDLP, Reading in Philosophy

Areas of Expertise

Government and private sector administration and leadership, international tourism, organisational design of complex multinational footprints, strategic and operational destination and tourism management, international tourism market development, organisational turnaround, governance risk and compliance, policy development and influence.

Other Directorships

Current Affairs Films CC; Black Business Council (NPC); Nwokedi Consultants (Pty) Ltd; Free Women Films; LIFE OF JS; Futurum Business Solutions; African Icons Invitational; CONLOG; Tourvest Financial Services (Pty) Ltd; Travelex Africa Foreign Exchange; The Aids Consortium Company; Tourvest Group; Tourvest Holdings



Mr Thendo Ratshitanga
(Deputy Chairperson)

Qualifications

Masters in Public and Development Management, Post-Graduate Diploma in Public Policy and Development Management; Certificates in Programme Management Development and in Social Entrepreneurship.

Areas of Expertise

Business and public sector management, organisational leadership, legislature and political administration, policy development.

Other Directorships

Wa Gono Investments (Pty) Ltd; Simeka Harvest (Pty) Ltd; Kazi Farm (Pty) Ltd; Tshirundu Investments Holdings (Pty) Ltd; Vhatavhatsindi Investments (Pty) Ltd; Tshwane University of Technology (member of governing body).



Ms Shirley Koaho

Qualifications

Chartered Marketer (SA) Certificates in Brand Leadership, Strategic Marketing, Product Management and Brand Strategy

Areas of Expertise

General management; strategic marketing communications management; segmentation and customer value proposition development; brand management; go-to-market strategies. Financial services and auto industry expertise.

Other Directorships

Strategic Media Options (Pty) Ltd; The Strategic Option (Pty) Ltd; Itataise Investments (Pty) Ltd; Ralco Build (Pty) Ltd; Savoured Journeys (Pty) Ltd; Itataise Exploration (Pty) Ltd; Mocca Life Retail CC



Mr Michael Sass

Qualifications

MCom, CIA, CTA, CA(SA), BCompt (Hons), BCom in Accounting (Hons)

Areas of Expertise

General management, budgeting standard setting, auditing, risk management, accounting and financial management, strategy, policy setting, turnaround strategies, system implementation and general consulting on government systems and procedures

Other Directorships

City of Johannesburg Metropolitan Municipality (Risk Committee member). Gambling Board; Mpumalanga Tourism Parks Agency



Ms Gugu Nkabinde

Qualifications

BA Media Studies, Cert. in Strategic Brand Leadership, Chartered Marketer

Areas of Expertise

Brand and marketing management; brand positioning strategy, business planning, brand and communication strategy, start-up brand development, digital marketing, transformation and integration, NPO programme design, one-to-one and group coaching

Other Directorships

Mentor A Boy Child (NPC); Gugu Intimates (Pty) Ltd.



Mr Collen Mpyane

Qualifications

Dipl. in Philosophy, Dipl. in Personnel and Training Management, African Management Program, Micro – MBA; National Diploma in Public Administration, Post Graduate Diploma in Public Management (current studies)

Areas of Expertise

Policy development and legislative reform at a national level, Human resources management, civil society advocacy and lobbying, program and projects development

Other Directorships

SAHRA, AICOSA, AYONGO; Dipaakanyo Coffin and Furniture Manufacturers (Co-Op) Ltd; Moonlight Mushrooms Co-Op; Lemama K (Co-Op) Ltd; Lybeco Holdings (Co-Op) Ltd; Opelongmetja Community Development (NPC); Mandlamuki Holdings (Pty) Ltd; Lemama Business Solutions and Consulting (Pty) Ltd; Alliance of Youth NGOs (NPC); Alliance and Institutes for Civil Society Organisations of SA (NPC).





Ms Mmatsatsi Ramawela

Qualifications

Masters of Philosophy-Management Leadership in Emerging Countries,,Honours Bachelor of Administration, Post Graduate Dipl. in Marketing Management, Bachelor of Social Sciences and Humanities, Dipl. in Packaging Management

Areas of Expertise

Business administration, strategic leadership and management, and policy development. tourism development, planning and management including product development, sales and marketing; events management and organising, travel and tour planning and destination packaging services, human resources development including coaching and mentorship services

Other Directorships

International Institute of Peace through Tourism Southern Africa-IIPTSA (NPC); Bastion of the Deaf (Pty) Ltd; Tourism Transformation Council of SA (NPC); Gecko Sands Tourism Group (Pty) Ltd



Mr Errol Magerman

Qualifications

Cert. in Governance and Leadership, Advance Cert. in Governance and Public Leadership, Cert. in Project Management, Cert. in Policy Development, Cert. in Public Finance

Areas of Expertise

A long serving member of the Gauteng Provincial Legislature, Chairperson of various Portfolio Committees. Oversight over areas of work such as organisational performance, legislative and policy development, etc.

Other Directorships

Matthew Goniwe School of Governance (NPC); VIP Consulting Engineers (Pty) Ltd.



Mr Dan Lehutjo

Qualifications

BCom Education, Dipl.in Marketing Management, Cert. in Corporate Governance; MBA

Areas of Expertise

Financial management of public entities, PFMA, treasury regulations, supply chain management, risk management, corporate governance, strategic planning and internal controls

Other Directorships

Ramotlele Transport and Logistics (Pty) Ltd.



Mr Louis Seeco

Qualifications

Marketing Diploma, MBA

Areas of Expertise

Published author. Founder and director of various companies in the advertising and marketing industry, brand management strategy and development expert, brand recognition, perception, product usage and collective, top-of-mind awareness measurement systems

Other Directorships

Brand Performance (Pty) Ltd; Elements Group Holdings (Pty) Ltd; Neh Africa Foods (Pty) Ltd; Vincent Tshabalala Education Trust; National Film and Video Foundation



Mr Barba Gaoganediwe (acting Chief Executive Officer)

Qualifications

National Diploma in Public Management & Administration, P&DM Professional Certificate in Government Communications and Marketing, B.A Strategic Brand Communications Programme (current)

Areas of Expertise

Strategic communication and marketing practitioner, inter-governmental coordination, brand development and activation, local and international media relations

Other Directorships

Olorato Africa Connect; Lutek Project Management; 2 Do Good Foundation; Hip Hop Summit SA (NPO); Olorato Media Connect; Kassi Style Events and Production

Composition of the former Board



Ms Nomusa Mufamadi
(Chairperson)

Qualifications

BCompt; Diploma in Industrial Relations; Certificate in Human Resources & Management of Change

Areas of Expertise

Auditing, tax, project management, business development, corporate governance

Other Directorships

Magalies Water Board
Road Traffic Management Corporation



Dr Lulama Zitha
(Deputy Chairperson)

Qualifications

BSc Accounting; Project Management; MBA; PhD

Areas of Expertise

Public finance & economic development, project management, feasibility studies, financial modelling, corporate governance

Other Directorships

Industrial Development Trust



Ms Moroesi Chiloane

Qualifications

Senior Teacher's Diploma; BA(Hons) in African Literature; Masters in Management and Public Development

Areas of Expertise

Education specialist, research, strategic planning & management, and financial management

Other Directorships

Buvhezi Trading 755 CC



Ms Julia Sekhitla

Qualifications

Certificate in Personal Development; Diploma in Business and Business Sector Development; Nursing Certificate

Areas of Expertise

Professional nurse, business development, community development, business executive, travel & tourism

Other Directorships

The View Guesthouse; Merafe Travel & Tourism; Mmamerafe Construction; Tembisa Tourism Association; South Africa Women in Tourism; Ekurhuleni Travel & Tourism Association; Gauteng Gambling Board; Mpumalanga Tourism Parks Agency





Ms Muditambi Ravele

Qualifications

Certificate in Marketing; Certificate in Public Relations; Diploma in Sports Management; Strategic Executive Marketing Programme; Athletes Management & Football Players Management; BTech in Business Administration; Senior Teachers Diploma

Areas of Expertise

Corporate communications, project management, marketing & event management; business management; reputation management; sport tourism

Other Directorships

Brand South Africa Trust; Tennis South Africa; Laureus Sport; Sport Science Institute of South Africa; South African Women and Sport Foundation; Brand South Africa



Mr Desmond Golding

Qualifications

Oxford Advanced Leadership & Management Programme; Finance for Senior Executives; Master of Laws; MA International Relations; BProc; Postgraduate Diploma in Macro Economics

Areas of Expertise

Tourism, economics, finance, law, trade, commerce, corporate governance, strategy

Other Directorships

Co-Operatives Bank Development Agency; SAFA



Mr Jolidee Matongo

Qualifications

Postgraduate Diploma in Management; BTech in Public Management; National Diploma in Management; Diploma in Personnel & Training Management

Areas of Expertise

Project management, training facilitation, policy making and communication facilitation

Other Directorships

Gauteng Liquor Board; MMC for Finance, CoJ



Mr Michael Sass

Qualifications

MCom; CIA; CTA; CA(SA); BCompt (Hons); BCom in Accounting (Hons)

Areas of Expertise

General management, budgeting standard setting, auditing, risk management, accounting & financial management, strategy, policy setting, turnaround strategies, system implementation and general consulting on government systems and procedures

Other Directorship

GPG; NWPB; CIPC; National Gambling Board

Board Charter and Codes

The Board conducts its affairs in accordance with an approved Board Charter. The Board Charter is reviewed from time to time and provides for the roles, functions, responsibilities, and powers of the Board. The practices and procedures of the Board on matters relating to corporate governance, declarations of interest, board meetings, and board meeting documents, board induction, training, and board evaluations.

In addition, the Board has adopted a Board-specific Code of Conduct to better guide the conduct of Board members, and a Board Remuneration Policy to ensure a consistent approach to Board member remuneration. The remuneration of Board Members is set out elsewhere in this Report.

Board Subcommittees

The Board may, in terms of the Act, establish sub-committees to assist the Board to effectively carry out its responsibilities. The following standing sub-committees continued to operate during the year under review:

Audit and Risk Committee

In terms of its Charter, the Audit and Risk Committee assists the Board in discharging its responsibilities relating to the safeguarding of assets, the evaluation of the adequacy and efficiency of internal control systems, the preparation of fairly presented financial statements in compliance with all applicable legal and regulatory requirements and accounting standards, technology and information governance, risk management, performance against set targets, value for money, as well as auditing processes applied in the day-to-day management of the GTA.

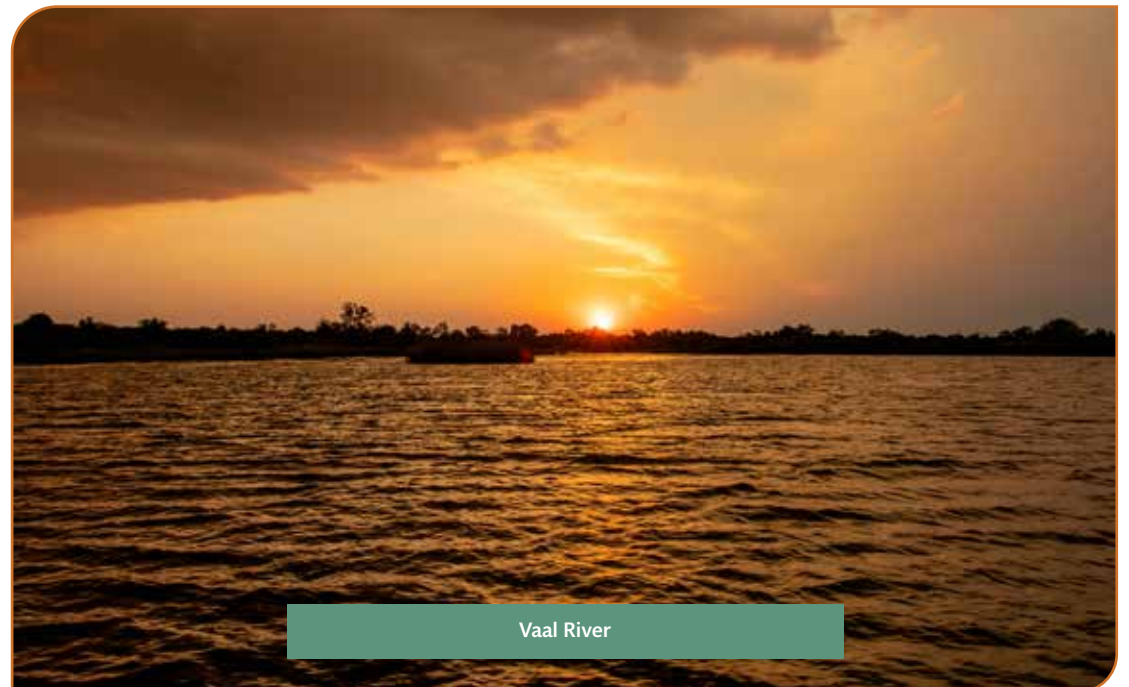
The Committee also assists the Board by providing assurance on the adequacy and efficiency on the organisation's internal control systems. At year end, the Committee comprised three members. During the year, the Committee held five meetings to which the external auditor of GTA was invited.

Marketing Committee

The Marketing Committee assists the Board by providing strategic direction as to the way in which destination Gauteng should be promoted. The Committee comprises four members, operates in terms of an approved Charter, and meets at least four times per year. The Committee met six times during the year in terms of its Charter) to monitor and provide oversight over the performance of the core business units of GTA, to workshop the strategic direction of GTA's destination marketing and communication efforts, and to consider inputs into the GTA annual reporting process.

Social, Ethics, and Governance Committee

The Social, Ethics, and Governance Committee assists the Board on matters related to corporate governance, human resources, remuneration, and ethics management. The Committee consists of three members. The Committee operates in terms of an approved Charter which provides that the Committee must, amongst others, monitor and strengthen the objectivity and credibility of GTA's human resources policies and procedures, and remuneration system, ensuring that GTA has the appropriate human capital to deliver on its mandate and assist the Board with the oversight of social, governance, and ethical matters relating to GTA. The Committee met eight times during the year.



Vaal River



Meeting Attendance

The table below summarises the Members' meeting attendance from 1 April 2020 to 31 March 2021:

BOARD AND COMMITTEE MEMBERS	Board ⁸	Audit and Risk Committee (ARC)	Social Ethics Governance Committee (SEGC) ⁹	Marketing Committee (MARCOM) ⁷
Meetings #	11	5	8	6
Ms Nomusa Mufamadi (Board Chairperson, Chairperson and SEGC member) ¹	3	3	2	N/a
Dr Lulama Zitha (Deputy Board Chairperson, SEGC Chairperson and ARC member) ¹	3	1	2	N/a
Ms Muditambi Ravele (MARCOM Chairperson) ¹	3	N/a	N/a	3
Mr Jolidee Matongo	0	N/a	N/a	N/a
Ms Julia Sekhitla (MARCOM member) ¹	3	N/a	N/a	3
Ms Moroosi Chiloane (SEGC member) ¹	3	N/a	2	N/a
Mr Desmond Golding (MARCOM and ARC member) ¹	3	3	N/a	3
Ms Yolanda Kona (Chief Executive Officer and Board member) ^{2/3}	2	3	2	3
Ms Judi Nwokedi (Board Chairperson and SEGC member) ⁴	8	N/a	6	1
Mr Thendo Ratshitanga (Deputy Board Chairperson and MARCOM Chairperson) ⁴	8	N/a	N/a	3
Ms Shirley Koaho (SEGC Chairperson) ⁴	8	N/a	6	1
Ms Mmatsatsi Ramawela (MARCOM member) ⁴	8	N/a	N/a	3
Mr Errol Magerman (ARC member) ⁴	8	2	N/a	1
Mr Dan Lehutjo (ARC member) ⁴	8	2	1	1
Ms Gugu Nkabinde (MARCOM member) ⁴	8	N/a	N/a	3
Mr Louis Seeco (MARCOM member) ⁴	8	N/a	3	3
Mr Collen Mpyane (SEGC member) ⁴	8	N/a	5	1
Mr Michael Sass (ARC Chairperson) ⁵	10	5	N/a	1
Mr Barba Gaoganeidiwe (acting Chief Executive Officer and Board member) ^{4/6}	8	2	3	3

¹ End of 3-year term effective on 30 September 2020.

² Resigned with effect from 30 September 2020.

³ CEO ex officio attends all Committee meetings.

⁴ Appointed 1 October 2020.

⁵ Reappointed 1 October 2020.

⁶ CEO ex officio attends all Committee meetings.

⁷ Includes MARCOM Workshop held on 18 March 2021 (extended to and attended by entire Board).

⁸ Includes Introduction to the MEC on 14 October 2020, a Board Strategy Session on 12 (and 13) November 2020 and an Annual Performance Plan Session with the MEC on 11 February 2021.

⁹ Includes three meetings of the SEGC sitting as CEO Selection Panel to deal with the recruitment of a new CEO for GTA.

Remuneration of Board Members

As stated above, the Board has adopted a Remuneration Policy to guide the implementation of the Executive Authority's directive on the remuneration of Board Members. Other costs payable for Board Members includes airfares, accommodation, data costs, car hire and travel, as well as subsistence allowance in accordance with approved rates. The expenses were incurred by Board Members whilst carrying out duties for GTA. Shareholder representatives, when appointed, are not remunerated for their services. No performance-based remuneration or retainer fees were paid to Board Members.

RISK MANAGEMENT

GTA performed an annual risk assessment to identify new and emerging strategic risks, and to ensure the necessary controls are implemented to mitigate them. The Audit and Risk Committee, which is made up of non-executive members of the Board, were responsible for monitoring the effectiveness of the risk management system, and deliberating of the statutes of the risks in terms of addressing possible concerns by providing advisory service on a quarterly basis. GTA noted progress in the management of risks, and this caused an effect regarding the improvement in the Authority's performance, whereby proactively the GTA was able to work on areas that affected service delivery.

INTERNAL CONTROL

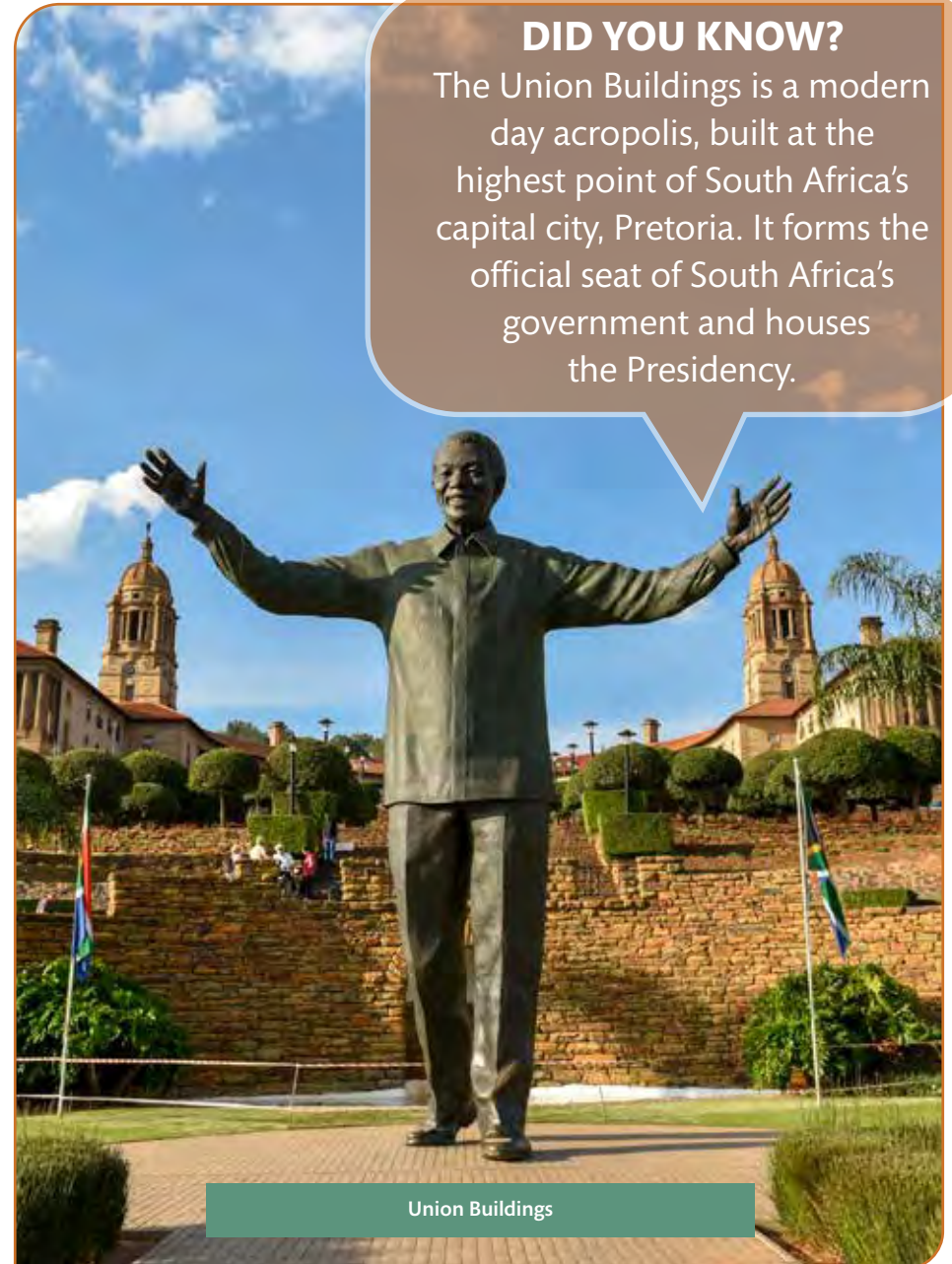
GTA maintains a well-documented system of internal controls. As stated below, GTA has developed a schedule to monitor the relevance of its policy environment. GTA's system of internal control comprises several operational strategies, plans, policies, procedures, guidelines, codes, and work instructions. Compliance and implementation were routinely monitored either through direct measurement, internal auditing or through risk-based assessment.

INTERNAL AUDIT

The GTA appointed an internal audit service on a quarterly basis to audit performance information. The Authority initiated a procurement process to appoint an internal auditor on a quarterly basis. The GTA has an Audit and Risk Committee, a committee of the Board of Directors.

DID YOU KNOW?

The Union Buildings is a modern day acropolis, built at the highest point of South Africa's capital city, Pretoria. It forms the official seat of South Africa's government and houses the Presidency.



Union Buildings





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AUDIT AND RISK COMMITTEE

Refer to the Audit and Risk Committee report provided further in this document.

COMPLIANCE WITH LAWS AND REGULATIONS

During the year, GTA participated in the compliance monitoring programme of the Gauteng Provincial Treasury. A compliance universe was developed, and a risk-based compliance analysis undertaken. Regular feedback on the mitigation of identified compliance risks were provided to Treasury. The formal compliance framework will be further developed going forward. Compliance with policies in general is the subject matter of ongoing review together with GTA's tracking of the review of its controls environment. GTA reviewed five key policies during the year and adopted a Gauteng Brand Communications Framework, a Gauteng Events Strategy, a Tourism Institutional Framework, and a Sustainability Strategy. The use and impact of these operational instruments are addressed elsewhere in the Report. Work currently in progress is the appointment of a policy review committee, broadly representative of all job levels in the organisation, to aid in the further review and development of policy.

FRAUD AND CORRUPTION

GTA has an approved Fraud and Anti-Corruption policy position. Employees are encouraged to use the GDED whistleblowing hotline to report fraudulent activities. Cases reported to the GDED are being investigated. Quarterly reports are made to the Audit and Risk Committee, as well as to the Board.

MINIMISING CONFLICT OF INTEREST

GTA has documented Codes of Conduct for employees and Board members. Minimising conflict of interest is expressly addressed in these codes. During the year, one of the new policies adopted by GTA was a separate instrument to better regulate the disclosure of financial interests of employees. Employees and Board members are required to make an annual declaration of business interests. Board members' declarations are made available to the Auditor-General during the annual auditing process. In addition, GTA maintains a standing protocol that provides for the declaration of any conflict of interest when the business of GTA is discussed in formal meetings. Conflict of interest, and related matters, are brought to the attention of the Social, Ethics, and Governance Committee.

CODE OF CONDUCT

As stated above, Codes of Conduct have been adopted for the Board and Employees. Board members and employees are required to uphold and maintain the highest standard of ethics to ensure that business practices are conducted in a manner that, in all reasonable circumstances, is beyond reproach. GTA is committed to conducting all its activities to the highest standard of competence, integrity, and ethical behaviour, and strives to ensure that its conduct is beyond reproach.

HEALTH, SAFETY AND ENVIRONMENTAL MANAGEMENT

The objective of the Occupational Health and Safety Act (OHSA) is to provide health and safety for those at work, and for the health and safety of persons in connection with the activities of Health and Safety. It is the responsibility of the Accounting Officer and CEO to appoint Health and Safety Representatives who will establish a committee.

Such OHS representatives comprise of representatives from various hierarchies within the Authority. The Authority's Occupational Health Services committee was operational during the year under review, with the responsibility of enforcing health and safety standards and compliance on regulated entities. The committee carried out inspections to ensure the safety and health of the organisation. The general responsibility of the Employer is to provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of his employees. The employee's responsibility is to take reasonable care for the health and safety of one and of other persons who may be affected by his acts or omissions.

During the period under review, all COVID-19 mitigation measures (as recommended by the President of South Africa and the World Health Organisation) were implemented and observed. Staff were equipped to work remotely. The return to work plan includes that staff attend the premises on a rotational basis to ensure that no more than 30% of the staff complement are present at any given time.

COMPANY SECRETARY

During the year under review, the Board was assisted by a professional and independent Company Secretary, who provided guidance and advice to the Board and its members on their legal duties and coordinated the functioning of the Board and its sub-committees. The Company Secretary had unfettered access to the Board to which it reported via the Board Chairperson on all statutory duties and functions performed in connection with the Board. Administratively, the Company Secretary reported to the (acting) Chief Executive Officer.

SOCIAL RESPONSIBILITY

There was no social responsibility programme that the Authority implemented during the year under review.

AUDIT AND RISK COMMITTEE REPORT

Audit Committee Responsibility

The Audit and Risk Committee complied with its responsibilities arising from sections 51(1)(a) and 77 of the PFMA and Treasury Regulation 27. The Audit and Risk Committee discharges its responsibilities in terms of formal terms of reference (the Audit and Risk Committee Charter), has regulated its affairs in compliance with this Charter, and has discharged all its responsibilities as contained therein.

The Effectiveness of Internal Control

The internal audit function remains outsourced. All the reports issued were discussed between the internal auditors and the relevant business unit before finalisation. It is the (acting) CEO's responsibility to ensure that recommendations are implemented.

In-Year Management and Quarterly Reports

The Committee discussed the content and quality of in-year management, as well as monthly and quarterly reports prepared and issued by the (acting) CEO to be recommended to the Board for approval. GTA has reported monthly and quarterly to the Provincial Treasury as is required by the PFMA.

Evaluation of Financial Statements and the Auditor-General's Report and prior year findings

The Audit and Risk Committee has reviewed and discussed the audited annual financial statements, the Auditor-General's management letter, management responses, and the Auditor-General's final report for the 2020/21 financial year. The Audit and Risk Committee concurs and accepts the conclusions of the Auditor-General on the annual financial statements, and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General. The Committee has reviewed GTA's implementation plan for audit issues raised in the previous year and we are satisfied that the matters have been adequately resolved.

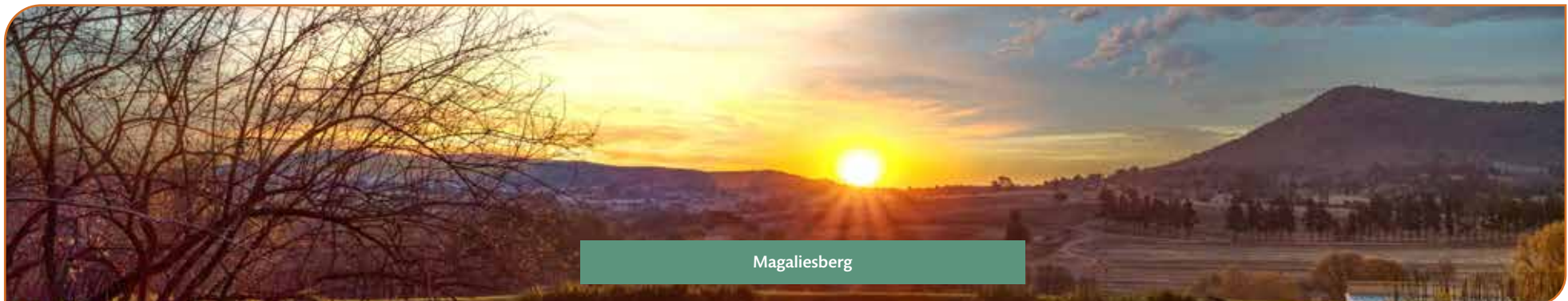


Mr Michael Sass
Chairperson of the Audit and Risk Committee
Date: 13 August 2021



Bicycle Tours, Soweto

“The Audit and Risk Committee concurs and accepts the conclusions of the Auditor-General on the annual financial statements, and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.”



Magaliesberg

PART D

HUMAN RESOURCE MANAGEMENT



Vaal River

INTRODUCTION

The Human Resources department (HR) provides support in realising the Gauteng Tourism Authority strategy and organisational goals. It seeks to provide effective leadership, recruitment and selection, maintaining best practises in remuneration and benefits, performance management, learning and development, organisational development, and employee relations. This is realised through keeping abreast of relevant legislation, regulations, and by aligning HR policies to ensure appropriate HR services across the value chain.

The 2020/21 financial year presented tremendous challenges owing to the COVID-19 pandemic. The pandemic had a human effect on the GTA staff. To ensure the safety of the staff, the GTA implemented a staff rotation process which allowed staff to work from home, reducing numbers at the office so as to avert further cluster infections. We also instituted health and safety protocols, and urged staff to follow the prescribed COVID-19 government protocols.

Overview of HR matters at the Public Authority

HR is an integral part of the strategy, managed with great care and diligence as it is strategically positioned to:

- Promote a culture of learning and development;
- Retain, engage, and attract a highly competent, skilled, and talented workforce;
- Promote and embrace a diverse workforce, as well as a culture of inclusiveness; and
- Provide a safe and healthy environment to ensure optimum utilisation of skills and talents.

Set HR priorities for the year under review and the impact of these priorities

The major priority of HR was to finalise the review of the functional and organisational structures (including GTA value chain), as well as to review and develop the HR Policies and operating model. This process included the rationalisation of the tourism function insofar as the GTA was mandated to play a

leading role in promoting destination Gauteng, ensuring tourism management, tourism development, and growth. This process has necessitated an overhaul of functions that are aligned to GTA's strategy.

Workforce planning framework and key strategies to attract and recruit a skilled and capable workforce

The objective of the GTA's workforce planning is to ensure that employees have sufficient competence that aligns to their job specifications. The framework guides in the identification of skills-gaps, and provides direction on how to address any short-comings. This ensures that the Agency's strategic goals are met within the operational environment, through the support of skilled, competent staff.

The Employee Performance Management Framework was not amended during FY2020/21.

Employee performance management framework

GTA has a Performance Management Development system in place to manage employee performance through regular and consistent evaluation of employee performance at defined intervals and on an annual basis. This system also ensures that timeous corrective action is taken where there is a deviation from expected performance and outcomes. It further seeks to reward and recognise good performance where applicable. For the year under review, 98% of employees signed performance contracts, conducted mid-year and end of term performance reviews, and developed performance development plans in line with GTA's performance management policy. For the year under review five bursaries were awarded to qualifying employees. Six interns were placed throughout the organisation in different business units. The purpose of the internship was to provide experiential learning to learners from disadvantaged backgrounds who have competed tourism-related qualifications. This process was executed through the Tshepo One Million programme of the Gauteng Provincial Government.

Employee wellness programmes

In order to observe social distancing and to adhere to the national lockdown regulations, as well as due to budget reprioritisation, the GTA did not host a Wellness Day during the period under review.

Highlight achievements

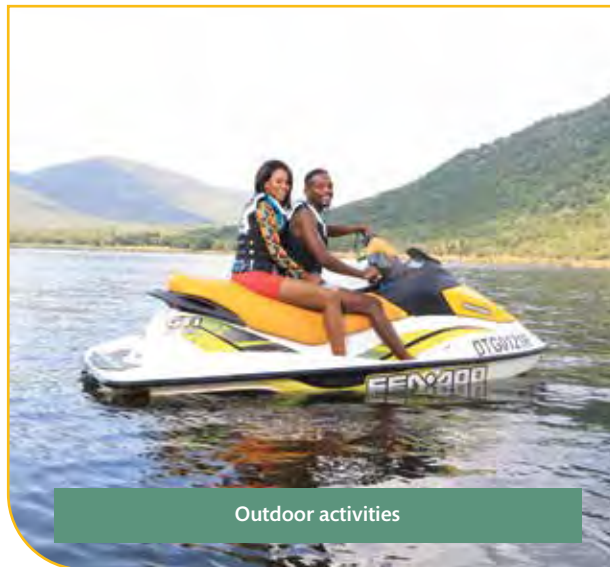
Employee development initiatives have been deployed as employees require continuous learning in their positions. GTA has invested in learning and development initiatives for employees, in order for them to further develop their skill-sets so as to optimally fulfill their obligations to the organisation. This process is conducted through the training needs analysis. A workplace skills plan is developed in order to ensure that the training interventions are aligned to the identified skills gap per employee. For the year under review GTA did not reach its target on training employees due to the effects of COVID-19 pandemic. Staff worked from home for the better part of the year and only rotated back to the office on an as-needed basis.

Future HR plans /goals

The GTA's future HR plans are to adapt a people-centric approach which seeks to ensure that suitable candidates are attracted and retained within the organisation. This process will also include strengthening on talent management, succession and retention plans, as well as partnering with the industry on skills exchange programs in line with GTA's strategic imperatives of deeming GTA as a learning organisation. This approach seeks for return on investment from the interventions deployed in realising the broader objectives of the organisation through people.

Challenges faced by the public entity

The major challenge faced by GTA is a lack of provision for Business Continuity Management. Current policies and frameworks have minimal provisions relating to disaster management and how the entity can continue to operate when faced with unprecedented physical, electronic and political catastrophe. This has an effect on how the organisation will implement and embrace the fourth industrial revolution without compromising the quality of work. Workforce readiness is premised on embracing the 4IR, with the bare minimum being providing employees with necessary tools of work. There is thus a dire need to invest on ICT skills and infrastructure. COVID-19 had a negative impact on both staff and the functionality of the GTA as a DMO as a consequence of the GTA being ill-prepared for such black swan events.



Outdoor activities

Human resource oversight statistics

Personnel Cost by programme/ activity/ objective

Programme/ activity/ objective	Total Expenditure for the entity (R'000)	Personnel Expenditure (R'000)	Personnel exp. as a % of total exp. (R'000)	No. of employees	Average personnel cost per employee (R'000)
Administration (Corporate Management, Finance and Office of the CEO)	42,691	14,045	56%	41	586
Destination Marketing and Promotions	9,025	5,441	60%	8	680
Convention and Events Bureau	7,785	5,466	70%	9	607
Tourism Services	22,333	11,620	52%	17	684
TOTAL	81,835	46,572	57%	75	621

Personnel cost by salary band

Level	Personnel Expenditure (R'000)	% of personnel exp. to total personnel cost (R'000)	No. of employees	Average personnel cost per employee (R'000)
Top Management	1,446	3%	1	1,446
Senior Management	13,007	28%	8	1,626
Professional qualified	13,194	28%	15	880
Skilled	14,384	31%	27	533
Semi-skilled	4,265	9%	12	355
Unskilled	276	1%	12	23
TOTAL	46,572	100%	75	621

Performance Rewards

Programme/ activity/ objective	Performance rewards	Personnel Expenditure (R'000)	% of performance rewards to total personnel cost (R'000)
Top Management	-	1,446	0,00
Senior Management	-	13,007	0,00
Professional qualified	-	13,194	0,00
Skilled	-	14,384	0,00
Semi-skilled	-	4,265	0,00
Unskilled	-	276	0,00
TOTAL	-	46,572	0,00

Training Costs

Due to budget reprioritisation during lockdown, no training programmes were arranged for the 2020/21 Financial Year

Employment and vacancies

Programme/ activity/ objective	2020/2021 No. of Employees	2020/2021 Approved Posts	2020/2021 No. of Employees	2020/2021 Vacancies	% of vacancies
Administration (Office of the CEO, Finance and Corporate Management)	26	41	26	15	18,9%
Destination Marketing and Promotions	6	9	6	3	3,7%
Convention and Events Bureau	5	8	5	3	3,7%
Tourism Services	17	21	17	4	5,0%
TOTAL	54	79	54	25	31,3%

Programme/ activity/ objective	2020/2021 No. of Employees	2020/2021 Approved Posts	2020/2021 No. of Employees	2020/2021 Vacancies	% of vacancies
Top Management	1	1	1	0	0%
Senior Management	8	10	8	2	2,5%
Professional qualified	12	20	12	8	10,1%
Skilled	25	34	25	9	11,3%
Semi-skilled	12	14	12	2	2,5%
Unskilled	0	0	0	0	0%
TOTAL	58	79	58	21	26,4%

The GTA has embarked on an organisational structure review process, which was submitted to the shareholder. The structure was later revisited to allow the GTA to incorporate the supply functions emanating from the rationalisation of the tourism functions. A new structure incorporating the supply functions was developed and submitted to the GTA Board of Directors for approval. In the interim an approval to fill critical vacancies has been sought from the GTA Board Of Directors to allow the GTA to acquire critical skills for identified positions within the GTA. A phased approach to recruitment will be implemented to ensure that the critical vacancies identified are filled first. The positions that have been filled for this financial year were the replacements for the resignations, two resignations at middle management level and end of the fixed-term contract at the top management level.



Employment changes

Salary Band	Employment at beginning of period	Appointments	Terminations	Employment at end of the period
Top Management	1	0	1	0
Senior Management	8	0	1	7
Professional qualified	12	0	2	10
Skilled	25	0	0	25
Semi-skilled	12	0	1	11
Unskilled	0	0	0	0
TOTAL	58	0	0	53

Reasons for staff leaving

Reason	Number	% of total no. of staff leaving
Death	0	0
Resignation	2	3,4%
Dismissal	1	1.7%
Retirement	1	1.7%
Ill health	0	0
Expiry of contract	0	0
Other	0	0
TOTAL	4	6.8%

Labour Relations: Misconduct and disciplinary action

Nature of disciplinary Action	Number
Verbal Warning	0
Written Warning	0
Final Written warning	0
Dismissal	1

Equity Target and Employment Equity Status

Levels	MALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	0	0	0	0	0	0
Senior Management	3	3	0	0	0	0	1	1
Professional qualified	4	4	0	0	0	0	0	0
Skilled	10	10	0	0	0	0	1	1
Semi-skilled	2	2	0	0	0	0	0	0
Unskilled	0	0	0	0	0	0	0	0
TOTAL	19	19	0	0	0	0	2	2



Levels	FEMALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	1	1	0	0	0	0
Senior Management	4	4	0		0	0	0	0
Professional qualified	8	8	0	0	0	0	1	1
Skilled	12	12	1	1	2	2	0	0
Semi-skilled	9	9	1	1	0	0	0	0
Unskilled	0	0	0	0	0	0	0	0
TOTAL	33	33	3	3	2	2	1	1

Levels	Disabled Staff			
	Male		Female	
	Current	Target	Current	Target
Top Management	0	0	0	0
Senior Management	0	0	0	0
Professional qualified	0	0	1	1
Skilled	0	0	0	0
Semi-skilled	0	1	0	0
Unskilled	0	0	0	0
TOTAL	0	1	1	2



Sterkfontein Caves

PART E

FINANCIAL INFORMATION

Sarah Cronin
Designs. →
Copper Art

Sarah Cronin
Designs
Copper Art



Report of the auditor-general to the Gauteng Provincial Legislature on Gauteng Tourism Authority

Report on the audit of the annual financial statements

OPINION

1. I have audited the financial statements of Gauteng Tourism Authority set out on pages 82 to 130 which comprise the statement of financial position as at 31 March 2021, statement of financial performance, statement of changes in net assets, and cash flow statement for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Gauteng Tourism Authority as at 31 March 2021, and its financial performance and cash flows for the year then ended in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

BASIS FOR OPINION

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
4. I am independent of the Gauteng Tourism Authority in accordance with the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

RESPONSIBILITIES OF THE ACCOUNTING AUTHORITY FOR THE FINANCIAL STATEMENTS

6. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with SA Standards of GRAP and the requirements of the PFMA, and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
7. In preparing the financial statements, the accounting authority is responsible for assessing the public entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the public entity or to cease operations, or has no realistic alternative but to do so.

AUDITOR-GENERAL'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

8. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
9. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

INTRODUCTION AND SCOPE

10. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected programme presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
11. My procedures address the usefulness and reliability of the reported performance information, which must be based on the public entity's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents.

My procedures do not examine whether the actions taken by the public entity enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

12. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programme presented in the public entity's annual performance report for the year ended 31 March 2021:

Programme	Pages in the annual performance report
Destination Marketing	45

13. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
14. I did not identify any material findings on the usefulness and reliability of the reported performance information for this programme:
- Destination Marketing

OTHER MATTER

15. I draw attention to the matter below.

ACHIEVEMENT OF PLANNED TARGETS

16. Refer to the annual performance report on pages 48-55 for information on the achievement of planned targets for the year and management's explanations provided for the over achievement of targets.

Report on the audit of compliance with legislation

INTRODUCTION AND SCOPE

17. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the public entity's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance. I did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

OTHER INFORMATION

18. The accounting authority is responsible for the other information. The other information comprises the information included in the annual report, which includes the audit committee's report. The other information does not include the financial statements, the auditor's report and the selected programme presented in the annual performance report that has been specifically reported in this auditor's report.
19. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.

20. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programme presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
21. If based on the work I have performed, I conclude that there is a material misstatement in this other information, I am required to report that fact. I have nothing to report in this regard

INTERNAL CONTROL DEFICIENCIES

22. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. I did not identify any significant deficiencies in internal control.

Auditor - General

Johannesburg

13 August 2021



Annexure

Auditor-general's responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for the selected programme and on the trading entity's compliance with respect to the selected subject matters.

FINANCIAL STATEMENTS

2. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:
 - identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
 - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the public entity's internal control
 - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting authority.
 - conclude on the appropriateness of the accounting authority's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the public entity to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a trading entity to cease operating as a going concern
 - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE

3. I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also provide the accounting authority with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.



Statement of Financial Position for the year ended 31 March 2021

Figures in Rand thousand		Notes	2020/21 Actual	2019/20 Actual
ASSETS				
Current assets			63 004	72 408
Cash and cash equivalents	10,4		62 527	71 664
Trade and other receivables from exchange transactions	4,1		477	744
Debtors	4.1.1		208	700
Prepayments	4.1.2		269	44
Non-current assets			1 988	2 332
Property, plant and equipment	2		1 988	2 332
TOTAL ASSETS			64 992	74 740
LIABILITIES				
Current liabilities			28 224	41 616
Trade payables from exchange transactions	5.1.1	5	4 477	7 469
Other payables from exchange transactions	5.1.1		4 517	7 565
Finance lease obligation	13,2			51
Operating lease liability	13,1		214	1 395
Trade and other payables from non-exchange transactions - Conditional Grants	5,2		19 017	25 136
TOTAL LIABILITIES			28 224	41 616
Capital and Reserves				
Accumulated Surplus			36 768	33 124
Accumulated surplus			36 768	33 124
TOTAL NET ASSETS AND LIABILITIES			64 992	74 740



Statement of Financial Performance for the year ended 31 March 2021

Figures in Rand thousand	Notes	2020/21 Budget	2020/21 Actual	2020/21 Variance	2019/20 Budget	2019/20 Actual	2019/20 Variance
REVENUE							
Revenue from non-exchange transactions		116 267	106 156	(10 111)	140 560	119 621	(20 939)
Government grants and subsidies	6	97 850	97 850	-	91 285	91 285	-
Government Grant (Department of Economic Development)		97 850	97 850	-	91 285	91 285	-
Conditional grants and subsidies		18 417	8 306	(10 111)	49 275	28 336	(20 939)
Bidding and Hosting (Department of Economic Development)		-	-	-	27 494	18 351	(9 143)
Craft Sector Profile (Department of Small Business Development)		2 476	2 284	(192)	1 000	1 329	329
Tourism Monitors (National Department of Tourism)		15 941	6 022	(9 919)	20 782	8 657	(12 125)
Revenue from exchange transactions		1 500	1 870	370	2 500	5 542	3 042
Interest earned – external investments	6,2	1 500	1 870	370	2 500	3 573	1 073
Other Income – GTA	6,1	-	-	-	-	1 969	1 969
TOTAL REVENUE		117 767	108 027	(9 740)	143 060	125 163	(17 897)



Statement of Financial Performance continued for the year ended 31 March 2021

Figures in Rand thousand	Notes	2020/21 Budget	2020/21 Actual	2020/21 Variance	2019/20 Budget	2019/20 Actual	2019/20 Variance
EXPENDITURE							
Employee related costs	7,1	54 265	46 572	(7 692)	53 712	55 252	1 540
Depreciation	7,2	-	596	596	-	720	720
Finance charges	7,6	-	2	2	-	9	9
General expenses	7,4	60 502	34 664	(25 838)	89 185	56 794	(32 391)
TOTAL EXPENSES		114 767	81 835	(32 932)	142 896	112 775	(30 122)
OTHER GAINS / LOSSES							
Loss on disposal of assets	7,5	-	1	1	-	-	-
(Gains) on disposal of assets	7,5	-	(12)	(12)	-	-	-
SURPLUS FOR THE PERIOD FROM CONTINUING OPERATIONS							
		3 000	26 203	23 203	164	12 388	12 224
SURPLUS FROM OPERATIONS							
		3 000	26 203	23 203	164	12 388	12 224
Surplus/(Deficit) for the period							
		3 000	26 203	23 203	164	12 388	12 224

Explanation of material difference between the final budget and actual expenditure

The Tourism Monitors project came to an end in December 2020. There was low expenditure on the project as it was affected by the Covid 19 pandemic.

The GTA underspent on its compensation of employees budget due to the the public sector wage freeze and budget cuts on salaries which have been implemented over the MTEF. The GTA did not fill 12 advertised vacancies due to unavailability of the budget over the MTEF, the funds were only available in the current financial year.

The underspending in general expenses is caused by the following:

- The GTA had planned to appoint a panel of service providers to render services during the 2020/21 financial year. Delays were experienced in the procurement process and the panel of service providers is expected to be appointed in the 2021/22 financial year.
- The GTA had planned to appoint a service provider to provide digital services. Delays were experienced in the procurement process, the tender has since been advertised and appointment of the service provider is anticipated to take place in the 2021/22 financial year.

The comparative balances have been adjusted to correct prior period errors. The correction was done to account for grants received from the DED as revenue instead of conditional grants. The GTA requested additional funds of R3,600,000 from the DED for certain projects. These funds were incorrectly accounted for as a conditional grant. In addition, the GTA also received funds of R1,027 for project evaluation, which were incorrectly accounted for as a conditional grant. Details of the correction are on the correction of prior period error note.



Statement of Changes in Net Assets for the year ended 31 March 2021

Figures in Rand thousand	Notes	Accumulated Surplus/(Deficit)	Total
Restated opening balance previously reported: 1 April 2019		20 453	20 453
Prior year adjustment	18	283	283
Restated opening balance: 1 April 2019		20 736	20 736
Surplus/(Deficit) for the year		12 388	12 388
Restated balance at 31 March 2020		33 124	33 124
Restated opening balance: 1 April 2020		33 124	33 124
Surplus/(Deficit) for the year		26 203	26 203
Payment of 2019/20 surplus to Gauteng Treasury		(22 559)	(22 559)
Balance at 31 March 2021		36 768	36 768



Statement of Cash Flows for the year ended 31 March 2021

	Notes	2020/21	2019/20
CASH FLOW FROM OPERATING ACTIVITIES			
Cash receipts from Grants		100 737	132 854
Refunds and re-imbursements		101	126
City of Johannesburg contribution for Meetings Africa		-	3 564
GGDA contribution for strategy review and development		-	100
Finance income		1 870	3 573
Total receipts from operating activities		102 709	140 217
Employee costs		49 652	52 894
Payments to suppliers		39 340	56 332
Finance charges		2	9
Funds surrendered to Gauteng Treasury		22 559	
Total payments from operating activities		111 553	109 235
NET CASH FLOW FROM OPERATING ACTIVITIES	10,1	(8 844)	30 983
CASH FLOW FROM INVESTING ACTIVITIES			
Additions to property, plant and equipment	10,2	(253)	(645)
Additions to intangible assets		-	-
Proceeds from disposal of assets		12	-
NET CASH FLOW FROM INVESTING ACTIVITIES		(241)	(645)
CASH FLOW FROM FINANCING ACTIVITIES			
Increase/(Decrease) in finance liabilities	13,2	(52)	(71)
NET CASH FLOW FROM FINANCING ACTIVITIES		(52)	(71)
Net Increase/(Decrease) in cash and cash equivalents		(9 137)	30 266
Cash and cash equivalents at beginning of year	10,3	71 664	41 397
Cash and cash equivalents at end of year	10,4	62 527	71 664



Notes to the Annual Financial Statements

1. ACCOUNTING POLICIES

1.1 Basis of Preparation

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with section 91(1) of the Public Finance Management Act (PFMA). These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand.

1.2 Presentation Currency

The financial statements are presented in South African Rand which is the Authority's functional currency. All amounts have been rounded to the nearest one thousand Rand (R1,000) in the statement of financial position, Statement of Financial Performance, Statement of Changes in Net Assets and Cash Flow Statements. The notes to the Annual Financial Statements have been stated in Rand terms.

1.3 Going Concern

These annual financial statements were prepared based on the expectation that the entity will continue to operate as a going concern for at least the next 12 months.

1.4 Comparative Information

1.4.1 Prior year Comparatives

When the presentation or classification of items in the financial statements is amended, prior year comparative amounts are also reclassified and restated, unless such comparative reclassification and or restatement is not required by a Standard of GRAP. The nature and reason for such reclassifications and restatements are also disclosed.

Where material accounting errors, which relate to prior periods, have been identified in the current year, the correction is made retrospectively as far as is practicable and the prior period comparatives are restated accordingly. Where there has been a change in accounting policy in the current year, the adjustment is made retrospectively as far as is practicable and the prior period comparatives are restated accordingly. The presentation and classification of items in the current year is consistent with prior periods.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

1. ACCOUNTING POLICIES – CONTINUED

1.5 Standards, Amendments to Standards and Interpretations which became effective in the current financial year

In the current year, the following GRAP standards became applicable:

	Standard	Effective Date: Years beginning on or after	Expected Impact
GRAP 34 Related Party	Separate financial statements	01-Apr-20	Not applicable to the entity's operations.
GRAP 35 Service Concession Arrangements: Grantor	Consolidated financial statements	01-Apr-20	Not applicable to the entity's operations.
GRAP 36	Investments in associates and joint ventures	01-Apr-20	Not applicable to the entity's operations.
GRAP 37	Joint arrangements	01-Apr-20	Not applicable to the entity's operations.
GRAP 38	Disclosure of interests in other entities	01-Apr-20	Not applicable to the entity's operations.
GRAP 110	Living and non-living resources	01-Apr-20	Not applicable to the entity's operations.

1.6 Significant Judgements and Estimates

The use of judgment, estimates and assumptions is inherent to the process of preparing financial statements. These judgements, estimates and assumptions affect the amounts presented in the financial statements. Uncertainties about these estimates and assumptions could result in outcomes that require a material adjustment to the carrying amount of the relevant asset or liability in future periods.

1.6.1 Judgements

In the process of applying these accounting policies, management makes judgements that may have a significant effect on the amounts recognised in the financial statements. When this occurs, disclosure is made in the Notes to the Financial Statements.

1.6.2 Estimates

Estimates are informed by historical experience, information currently available to management, assumptions, and other factors that are believed to be reasonable under the circumstances. These estimates are reviewed on a regular basis. Changes in estimates that are not due to errors are processed in the period of the review and applied prospectively.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

1. ACCOUNTING POLICIES – CONTINUED

1.6.3 Useful lives of Property, Plant and Equipment – Depreciation and amortisation

Depreciation recognised on property, plant and equipment is determined with reference to the useful lives and residual values of the underlying items. The useful lives and residual values of assets are based on management's estimation of the asset's condition, expected condition at the end of the period of use, its current use, expected future use and the entity's expectations about the availability of finance to replace the asset at the end of its useful life. In evaluating how the condition and use of the asset informs the useful life and residual value management considers the impact of technology and minimum service requirements of the assets.

1.7 Financial Instruments – Initial Recognition, Initial and Subsequent Measurement and Derecognition

Financial assets and financial liabilities are initially recognised in the Authority's Statement of Financial Position when the Authority becomes a party to the contractual provisions of the instrument. Upon initial recognition the Authority classifies financial instruments as financial liabilities, financial assets or residual interests in conformity with the substance of the contractual arrangement and to the extent that an instrument satisfies the definitions of a financial liability, a financial asset or a residual interest. The Authority's financial instruments consist of cash and bank balances, trade and other receivables and trade and other payables and are measured at fair value plus transaction costs at initial recognition. Refer to Note 17 of the Notes to the Financial Statements. The financial instruments of the Authority are subsequently carried at amortised cost.

1.7.1 Derecognition

A financial asset is derecognised at trade date, when: The cash flows from the asset expire, are settled or waived; a) Significant risks and rewards are transferred to another party; or b) Despite having retained significant risks and rewards, the entity has transferred control of the asset to another entity. A financial liability is derecognised when the obligation is extinguished. Where the terms of an existing financial liability are modified, it is also treated as the extinguishment of an existing liability and the recognition of a new liability.

1.7.2 Gains and losses

For financial assets and liabilities measured at amortised cost or cost, a gain or loss is recognised in surplus or deficit when the financial asset or liability is derecognised or impaired.

1.7.3 Offsetting

The GTA does not offset financial assets or liabilities, except where offsetting is either required or permitted by a Standard of GRAP.

1.7.4 Impairments

All financial assets measured at amortised cost, or cost, are subject to an impairment review. The entity assesses at the end of each reporting period whether there is any objective evidence that a individually significant financial asset or group of financial assets are impaired. Impairment is recognised in the statement of financial performance as a surplus/deficit.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

1. ACCOUNTING POLICIES – CONTINUED

1.8 Specific Financial Instruments

1.8.1 Investments at amortised cost

Investments which include short-term deposits invested with the Reserve Bank and the Authority's appointed bankers are categorised as financial instruments at amortised cost and are subsequently measured at amortised cost.

1.8.2 Cash and cash equivalents

Cash and cash equivalents for purposes of the Cash Flow Statement and Statement of Financial Position comprise cash at banks and cash on hand. Cash equivalents are held with the Reserve Bank and the Authority's appointed banker. Cash and cash equivalents are subsequently measured at amortised cost.

1.8.3 Trade and other receivables

Trade and other receivables are measured at fair value plus transaction costs at initial recognition subsequently measured at amortised cost. All trade and other receivables are assessed at least annually for possible impairment. Bad debts are written off in the year when identified as irrecoverable.

1.8.4 Trade and other payables

Trade and other payables are measured at fair value plus transaction costs at initial recognition and subsequently measured at amortised cost.

1.9 Property, Plant and Equipment

1.9.1 Initial recognition and measurement

Property, plant and equipment are tangible non-current assets that are expected to be used during more than one year. These items are initially recognised at cost in the Statement of Financial Position when it is probable that future economic benefits or service potential associated with the item will flow to the Authority and the cost of the asset can be measured reliably. The Authority does not componentise any asset.

1.9.2 Depreciation

Depreciation commences when the item is available for use and is calculated on the straight line method to write off the cost of each asset over its estimated useful life as follows:

Furniture and Fittings	3.33% – 10%	Per Annum	Computer equipment	5% – 33%	Per Annum
Equipment	3.33% – 10%	Per Annum	Motor Vehicles	10%	Per Annum
Leasehold improvements	Lease term	Finance lease	lease term		

1.9.3 Subsequent measurement

Subsequent to initial recognition, items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. All assets are reassessed annually to determine its useful life. Assets received as donation are measured at fair value at the date of recognition.





Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

1. ACCOUNTING POLICIES – CONTINUED

1.9.4 Subsequent expenditure

Subsequent cost on capitalised tangible assets is capitalised only when it increases the future economic benefit in the specific asset. All other expenditure is recognised in the Statement of Financial Performance as an expense when incurred. The effect on the current year is to decrease the carrying amount of property, plant and equipment by the annual depreciation charge. Depreciation methods, useful lives and residual values are reassessed annually before 31 March based on physical inspection of each asset by the IT and Office Manager. De-recognition on disposal is executed in terms of the Authority's Asset Management Policy whereby profits or losses on disposal of property, plant and equipment are determined by comparing the proceeds from disposal with its carrying amount and are accounted for as such in the Statement of Financial Performance.

1.9.5 Impairments

Cash-generating assets are assets managed with the objective of generating a commercial return. An asset generates a commercial return when it is deployed in a manner consistent with that adopted by a profit-oriented entity. A cash-generating unit is the smallest identifiable company of assets managed with the objective of generating a commercial return that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets.

The Authority tests for impairment where there is an indication that an asset may be impaired. An assessment of whether there is an indication of possible impairment is done at each reporting date. Where the carrying amount of an item of property, plant and equipment is greater than the estimated recoverable amount (or recoverable service amount), it is written down immediately to its recoverable amount (or recoverable service amount) and an impairment loss is charged to the Statement of Financial Performance.

1.9.6 Derecognition

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset. The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the proceeds and the carrying value and is recognised in the Statement of Financial Performance.

1.10 Intangible Assets

Initial recognition and measurement

Intangible assets comprising of computer software purchased are identifiable non-monetary assets without physical substance and are initially recognised at cost in the Statement of Financial Position only when it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the cost of the asset can be measured reliably. Expenditure on research is recognised as an expense when incurred.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

1. ACCOUNTING POLICIES – CONTINUED

1.10.1 Amortisation

Amortisation commences when the asset is available for use and is calculated on the straight line method to write off the cost of each asset over its estimated useful life as follows:

Computer Software	33%	Per Annum
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1.10.2 Subsequent measurement

Subsequent to initial recognition, intangible assets are measured at cost less accumulated amortisation and impairment losses. All intangible assets are reassessed annually to determine its useful life.

1.10.3 Impairments

Cash-generating assets are assets managed with the objective of generating a commercial return. An asset generates a commercial return when it is deployed in a manner consistent with that adopted by a profit-oriented entity. A cash-generating unit is the smallest identifiable company of assets managed with the objective of generating a commercial return that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or companies of assets.

The Authority tests for impairment where there is an indication that an asset may be impaired. An assessment of whether there is an indication of possible impairment is done at each reporting date. Where the carrying amount of an item of an intangible asset is greater than the estimated recoverable amount (or recoverable service amount), it is written down immediately to its recoverable amount (or recoverable service amount) and an impairment loss is charged to the Statement of Financial Performance.

1.10.4 Derecognition

Intangible assets are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset. The gain or loss arising on the disposal or retirement of an item of an intangible asset is determined as the difference between the proceeds and the carrying value and is recognised in the Statement of Financial Performance.

1.11 Employee benefits

1.11.1 Short term employee benefits

Short term employee benefits encompasses all those benefits that become payable in the short term, i.e. within a financial year or within 12 months after the financial year. Therefore, short term employee benefits include remuneration and bonuses. Short term employee benefits are recognised in the Statement of Financial Performance as services are rendered, except for non-accumulating benefits, which are recognised when the specific event occurs. These short term employee benefits are measured at their undiscounted costs in the period the employee renders the related service or the specific event occurs.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

1. ACCOUNTING POLICIES – CONTINUED

1.11.2 Defined contribution plans

The Authority operates a defined contribution provident fund for all its permanent employees, the assets of which are held in a separate trustee administered fund, which is subject to the Pension Fund Act, No 24 of 1956 as amended.

Contributions made towards the fund are recognised as an expense in the Statement of Financial Performance in the period that such contributions become payable. This contribution expense is measured at the undiscounted amount of the contribution paid or payable to the fund. A liability is recognised to the extent that any of the contributions have not yet been paid.

1.12 Leasing

Operating leases

1.12.1 Recognition

Assets subject to operating leases, i.e. those leases where substantially all of the risks and rewards of ownership are not transferred to the lessee through the lease, are not recognised in the Statement of Financial Position. The operating lease expense is recognised over the course of the lease arrangement.

Lease payments by the Authority as the lessee under an operating lease are recognised as expenses in the Statement of Financial Performance on a straight line basis over the lease period.

Finance lease

Assets subject to finance lease is a lease that transfers substantially all the risks and rewards incidental to ownership of an asset. The Authority recognise asset acquired under finance lease as assets and associated lease obligations as liabilities in the statement of financial position.

1.12.2 Measurement

The lease expense recognised for operating leases is charged to the Statement of Financial Performance on a straight-line basis over the term of the relevant lease. To the extent that the straight-lined lease payments differ from the actual lease payments the difference is recognised in the Statement of Financial Position as either lease payments in advance (operating lease asset) or lease payments payable (operating lease liability) as the case may be. This resulting asset and / or liability is measured as the undiscounted difference between the straight-line lease payments and the contractual lease payments.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

1. ACCOUNTING POLICIES – CONTINUED

1.13 Revenue

Revenue is derived from Government grants, donated assets (non-exchange transactions) as well as other income (exchange transactions), interest earned (external investment) and Tourist Guide Registration Fees.

1.13.1 Revenue from Exchange Transactions

Revenue from exchange transactions refers to revenue that accrues to the entity directly in return for services rendered, the value of which approximates the consideration received or receivable, excluding indirect taxes, rebates and discounts.

1.13.2 Recognition and Measurement

Rendering of services

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- a) the amount of revenue can be measured reliably;
- b) it is probable that the economic benefits or service potential associated with the transaction will flow to the company;
- c) the stage of completion of the transaction at the reporting date can be measured reliably; and
- d) the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

When services are performed by an indeterminate number of acts over a specified time frame, revenue is recognised on a straight line basis over the specified time frame unless there is evidence that some other method better represents the stage of completion. When a specific act is much more significant than any other acts, the recognition of revenue is postponed until the significant act is executed. When the outcome of the transaction involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

Service revenue is recognised by reference to the stage of completion of the transaction at the reporting date. Stage of completion is determined by total services to be performed. Revenue arising out of situations where the entity acts as an agent on behalf of another entity (the principal) is limited to the amount of any fee or commission payable to the entity as compensation for executing the agreed services. Revenue from exchange transactions is measured at the fair value of the consideration received or receivable.

Interest income

Interest income is recognised in surplus or deficit as it accrues, using the effective interest rate method. Other exchange revenue and interest earned refer to revenue and interest that accrues to the entity for services rendered and interest on external investment and are recognised when it can be measured reliably.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

1. ACCOUNTING POLICIES – CONTINUED

1.13.3 Revenue from Non-Exchange Transactions

Revenue from non-exchange transaction arises when the entity either receives value from another entity without directly giving approximately equal value in exchange or gives value to another entity without directly receiving approximately equal value in exchange.

1.13.4 Recognition and Measurement

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the company. When, as a result of a non-exchange transaction, the company recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

Government grants are recognised on a systematic basis, either on the date of receipt or receivable as confirmed by the Department of Economic Development.

1.14 Borrowing Costs / Finance Costs

In terms of the PFMA, the Authority is prohibited from borrowing.

1.15 Foreign Currency Transaction

Transactions in foreign currencies are initially accounted for at the rate of exchange ruling on the date of the transaction. Exchange differences arising on the settlement of creditors or on reporting of creditors at rates different from those at which they were initially recorded are expensed. Transactions in foreign currency are accounted for at the spot rate of the exchange ruling on the date of the transaction.

Gains and losses arising on the translation are dealt with in the Statement of Financial Performance in the period in which they occur.

1.16 Surplus or Deficit

Gains and Losses

Gains and losses arising from the disposal of assets are presented separately from other revenue in the Statement of Financial Performance.

Income, expenditure, gains and losses are recognised in surplus or deficit except for the exceptional cases where recognition directly in net assets is specifically allowed or required by a Standard of GRAP.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

1. ACCOUNTING POLICIES – CONTINUED

1.17 Irregular Expenditure

Irregular expenditure is expenditure that is contrary to the Public Finance Management Act (PFMA) or is in contravention of the entity's supply chain management policies. Irregular expenditure excludes unauthorised expenditure. Irregular expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

1.18 Fruitless and Wasteful Expenditure

Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised. Fruitless and wasteful expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

1.19 Recovery of Unauthorised, Irregular, Fruitless and Wasteful Expenditure

The recovery of unauthorised, irregular, fruitless and wasteful expenditure is based on legislated procedures, and is recognised when the recovery thereof from the responsible officials is probable. The recovery of unauthorised irregular, fruitless and wasteful expenditure is treated as other income.

1.20 Post-reporting Date Events

Events after the reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified: a) those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date) and b) those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

Any known or anticipated event that may occur after the reporting period is declared in the notes to financial statements.

The Authority will adjust the amounts recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

The Authority will disclose the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non-adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

1. ACCOUNTING POLICIES – CONTINUED

1.21 Related Party Transaction

The GTA is exempt from disclosure requirements in relation to related party transactions if that transaction occurs within the normal supplier and / or client / recipient relationships on terms and conditions no more or less favourable than those which it is reasonable to expect the entity to have adopted if dealing with that individual entity or person in the same circumstances and terms and conditions are within the normal operating parameters established by the reporting entity's legal mandate.

Where the entity is exempt from the disclosures in accordance with the above, the entity discloses narrative information about the nature of the transactions and the related outstanding balances to enable users of the Annual Financial Statements to understand the effect of related party transactions on the entity's Annual Financial Statements.

1.22 Accounting Policies – Additional

1.22.1 Contingencies / Commitments / Other Liabilities (Provisions / Accruals) / Other Assets

Commitments are not recognised in the Statement of Financial Position as a liability, but are included in the disclosure notes in the following cases:

- approved and contracted commitments;
- where the expenditure has been approved and the contract has been awarded at the reporting date; and
- where disclosure is required by a specific standard of GRAP.

Any known or anticipated contingent liability and asset that may occur is declared in the notes to the financial statements. The Authority does not recognise a contingent asset and contingent liability but discloses details of any contingencies in the notes to the financial statements.

Provisions are recognised when the Authority has a present obligation as a result of a past event and it is probable that this will result in an outflow of economic benefits that can be estimated reliably.

Accruals are liabilities to pay for goods or services that have been received or supplied but have not been paid, including amounts due to employees for accrued vacation pay. Accruals are reported as part of trade and other payables in the Statement of Financial Position.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

1. ACCOUNTING POLICIES – CONTINUED

1.22.2 Budget Information in Financial Statements

As per GRAP 1.12, a comparison of the budget and actual amounts for the reporting period is included in the financial statements. The Authority's financial statements and budget are on the same basis of accounting (accrual) which is a pre-requisite for this inclusion. GRAP 24 effective as from 1 April 2012 stipulates that entities may elect to make available its approved budget subject to disclosing the reasons for material differences between the budget and actual amounts. The Authority is of the opinion that disclosure of budget amounts compared to the actual amounts arising from execution of the budget may enhance the user of the financial statements' understanding and may also be used as a performance measure indicator.

1.22.3 Prepayments

The Authority recognises prepayments made in respect of exchange transactions for the next financial year in the Statement of Financial Position. Prepayments are reviewed at each Statement of Financial Position date and adjusted if necessary.

1.22.4 Deposits

The Authority recognises deposits made in respect of exchange transactions in the Statement of Financial Position as current assets.

1.22.5 Staff Advances / Loans

The Authority recognises staff advances in the Statement of Financial Position as current assets and any interest if applicable in the Statement of Financial Performance. These advances are granted in terms of the Authority's HR Policy on Staff Loans and/or Advances.

1.22.6 Financial Risk Management

The Authority's activities expose it to the following risks:

- Credit Risk; - Liquidity Risk; and Market Risk.

The Board has overall responsibility for the establishment and oversight of the Risk Management Framework of the Authority. The Board has established the Audit Committee, which is responsible for developing and monitoring the Authority's risk management policies. The Committee reports regularly to the Members of the Board on its activities. The Authority's risk management policies and systems are established to identify and analyse the risks the Authority faces, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. The Authority reports on its risks on a monthly basis in terms of the Board approved Risk Register. These reports are consolidated into quarterly reports and presented to the Audit Committee as a standing item on the Audit Committee Agenda.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

1.23 Foreign Exchange Gain/Loss

Foreign exchange gains/losses arising from international payments are recognised in the Authority's Statement of Financial Performance in the period in which they occur. Exchange differences arise when the rates at settlement of creditors are different from those initially recorded and expensed. Transactions in foreign currency are accounted for at the spot rate of the exchange ruling on the date of the transaction.

1.24 Transfer of functions between entities under common control

Transfers of functions between entities under common control are accounted for by the transferor by derecognising assets and liabilities at their carrying amounts at the date of transfer. Any difference between the assets and liabilities derecognised and consideration paid, if any, is recognised in accumulated surplus or deficit.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

2. PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLES

Figures in Rand thousand	Computer Equipment	Equipment	Furniture & Fittings	Leasehold Improvements	Motor Vehicles	Finance Lease	Total
2. Property, Plant and Equipment							
Year Ended 31 March 2021							
Opening net carrying amount	307 598	40 910	269 288	65 638	1 602 951	45 648	2 332 033
Gross carrying amount	2 216 962	260 817	1 587 273	406 100	2 546 830	205 416	7 223 398
Accumulated depreciation	(1 909 364)	(219 907)	(1 317 986)	(340 462)	(943 879)	(159 768)	(4 891 365)
Additions	253 146	-	-	-	-	-	253 146
Additions: Donations	-	-	-	-	-	-	-
Additions	253 146	-	-	-	-	-	253 146
Disposals	1 465	-	-	-	-	-	1 465
Cost	(77 871)	-	-	-	-	-	(77 871)
Depreciation charge - disposals	76 406	-	-	-	-	-	76 406
Depreciation charge	(140 378)	(13 040)	(76 947)	(65 638)	(254 683)	(45 648)	(596 334)
Closing net carrying amount	418 901	27 870	192 341	-0	1 348 268	-0	1 987 380
Gross carrying amount	2 392 236,55	260 816,91	1 587 273,45	406 100,00	2 546 830,49	205 415,89	7 398 673,29
Accumulated depreciation	(1 973 335,67)	(232 946,57)	(1 394 932,64)	(406 100,17)	(1 198 562,09)	(205 415,92)	(5 411 293,05)





Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

2. PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLES

Figures in Rand thousand	Computer Equipment	Equipment	Furniture & Fittings	Leasehold Improvements	Motor Vehicles	Finance Lease	Total
2. Property, Plant and Equipment							
Year Ended 31 March 2020							
Opening net carrying amount	338 593	38 658	297 708	164 094	1 453 998	114 120	2 407 172
Gross carrying amount	2 047 427	232 938	1 539 399	406 100	2 146 830	205 416	6 578 110
Accumulated depreciation	(1 708 833)	(194 280)	(1 241 691)	(242 006)	(692 832)	(91 296)	(4 170 938)
Additions	169 535	27 879	47 875		400 000		645 288
Additions: Donations							-
Additions	169 535	27 879	47 875		400 000		645 288
Disposals	-	-	-		-		-
Cost	-	-	-		-		-
Depreciation charge - disposals	-	-	-		-		-
Depreciation charge	(200 530)	(225 627)	(276 294)	(298 457)	(2251 047)	(268 472)	(2720 427)
Closing net carrying amount	307 598	40 910	269 288	65 638	1 602 951	45 648	2 332 033
Gross carrying amount	2 216 961,55	260 816,91	1 587 273,45	406 100,00	2 546 830,49	205 415,89	7 223 398,29
Accumulated depreciation	(1 909 363,67)	(219 906,57)	(1 317 985,64)	(340 462,17)	(943 879,06)	(159 767,95)	(4 891 365,05)



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

	Figures in Rand thousand	Notes	2020/21	2019/20
3. INTANGIBLE ASSETS – COMPUTER SOFTWARE				
Opening net carrying amount			-	-
Gross carrying amount			762 163	762 163
Accumulated amortisation			762 163	762 163
Accumulated impairment deficit			-	-
Additions				
Cost				-
Amortisation				-
Amortisation				-
Closing net carrying amount 31 March			-	-
Gross carrying amount			762 163	762 163
Accumulated amortisation			762 163	762 163
Accumulated impairment deficit				-





Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

	Figures in Rand thousand	Notes	2020/21	2019/20
4. TRADE AND OTHER RECEIVABLES			477 181	743 947
4.1 Trade Receivables from exchange transactions – Balances			477 181	743 947
Prepayment			269 224	43 947
Trade and other receivables from – Debtors			207 956	700 000
4.1.1 Ageing of Trade & other receivables from exchange transactions (These assets as past due but not impaired)				
Current (0 – 30 days)			–	700 000
31 – 60 days			–	–
61 – 90 days			–	–
91 – 120 days			–	–
121 – 365 days			207 956	–
Total			207 956	700 000
<p>In April 2021, the GTA was notified by the Gauteng Department of Economic Development of an overpayment of R207,956 relating to utility costs for 124 Main Street Building. The overpayment was due to incorrect billing received from the service provider. The service provider only picked up the incorrect billing in April 2021, and issued a credit note to the Gauteng Department of Economic Development on 6 April 2021. The GTA's portion for the usage of the utility costs for 124 Main Street is R207,956. The incorrect billing and payment relates to the utility costs for the months of May, June and September 2020, and is therefore the cause for the ageing of the debt to be between 121 – 365 days. The incorrect billing was however only picked up by the service provider in April 2021.</p>				
4.1.2 Current Asset Prepayments			269 224	43 947
VIP Payroll Licence			28 020	43 947
Directors and officers liability coverinsurance			21 904	
SAGE Accounting software license			3 583	
Boardworx annual license			27 466	
Boardworx quarterly license			11 040	
Assets insurance			177 212	
<p>The prepayments arise as a result of contractual obligations.</p>				



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

	Figures in Rand thousand	Notes	2020/21	2019/20
5. TOTAL LIABILITIES			28 224 451	41 616 056
5.1 Trade and other payables from exchange transactions			8 993 688	15 034 774
5.1.1 Trade payables from exchange transactions			4 476 996	7 469 424
Other payables from exchange transactions			4 516 691	7 565 350
Accrual for Thirteenth Cheque		5.3.2	403 554	413 940
Accrual for performance bonuses			–	3 682 531
Allowed accumulated vacation leave accrual		5.3.1	2 937 886	2 418 879
Other payables for salaries and board allowances			95 251	–
Accruals for general expenses		5.3.3	1 080 000	1 050 000
5.2 Trade and other payables from non-exchange transactions				
5.2.1 Trade and other payables – Conditional Grants			19 016 582	25 135 598
Reconciliation of Conditional Grants				
Restated Balance at the beginning of the year			25 135 598	11 202 640
Receipts – DED – Additional Conditional Grants			2 887 221	42 269 328
Unspent at year end				
Bidding and Hosting			18 588 462	18 588 462
Research and Planning			–	–
Skills Development			–	–
Product Development			–	–
Township SMME Development			–	–
Additional DED funding			–	–
IDC Craft CSP			427 938	936 016
Tourism Monitors			(94 819)	5 611 119
Reversal of grant amount by DSBD			(700 000)	–
Transferred to revenue / expenditure			(8 306 237)	(28 336 370)
Closing Balance			19 016 582	25 135 598

The comparative balance for conditional grants has been decreased by R4 084 708 to correctly account for grants received in the previous year which were incorrectly treated as conditional grants. The opening balance for the 2019/20 period has been decreased by R282 576. The 2019/20 receipts have been decreased by R4 627 000. The 2019/20 transfers to revenue have been decreased by R824 869.





Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

	Figures in Rand thousand	Notes	2020/21	2019/20
5. TOTAL LIABILITIES CONTINUED				
5.3 Reconciliation of Accruals				
5.3.1 Accrual for Leave Pay – Balance as at 1 April			2 418 879	2 350 199
Additional accrual			519 007	68 680
Unused amounts reversed				
Balance as at 31 March			2 937 886	2 418 879
5.3.2 Accrual for 13th Cheque – Balance as at 1 April			413 940	377 793
Additional accrual				36 148
Unused amounts reversed			(10 386)	
Balance as at 31 March			403 555	413 940
5.3.3 Accrual for other general expenses – Balance as at 1 April			1 050 000	-
Additional accrual			30 000	1 050 000
Unused amounts reversed				
Balance as at 31 March			1 080 000	1 050 000



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

		Figures in Rand thousand	Notes	2020/21	2019/20
6.	REVENUE			108 026 554	125 163 158
	Revenue comprises revenue received in respect of:				
	Non-exchange transactions – DED Government Grants			97 850 000	91 285 000
	Non-exchange transactions – Bidding and hosting				18 350 566
	Non-exchange transactions – NDT Safety Monitors			6 022 382	8 657 011
	Non-exchange transactions – IDC-CRAFT			2 283 855	1 328 793
	Other Income – exchange transactions		6,1		1 968 848
	Income from Investments – exchange transactions		6,2	1 870 318	3 572 940
6.1	Other Income – exchange transactions			-	1 968 848
6.1.1	Other Income			-	1 968 848
	JHI Deposit			-	4 473
	GGDA Contribution for review and development of branding strategy			-	100 000
	CITY OF Johannesburg contribution for Meetings Africa			-	1 864 375
6.1.2	Other Income			-	1 968 848
6.2	Income from Investments			1 870 318	3 572 940
	Interest from Corporation for Public Deposits			1 830 520	3 153 629
	Interest from Current Account			39 797	419 312



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

	Figures in Rand thousand	Notes	2020/21	2019/20
7. EXPENDITURE				
7.1 Employee related costs			46 572 483	55 251 675
Wages and salaries				
Accrual for leave pay			(175 425)	68 680
Accrual for 13th cheque			403 554	36 148
Long service award			27 192	19 772
Employee wellness				139 284
Recruitment costs				244 516
Accrual for performance bonus			-	3 682 531
Medical aid			3 754 427	3 613 689
PAYE			12 190 866	12 555 047
Provident fund			5 107 495	5 443 453
Salaries			24 897 134	29 217 759
UIF			215 310	229 063
Study assistance			151 930	1 733
			46 572 483	55 251 675
Employee related costs include:				
CEO and Senior Manager's emoluments		8.1.1	15 217 571	14 780 262
The fees of R922 948 for non-executive Board members have been reclassified from employee costs to general expenditure to enhance reporting.				
7.2 Depreciation			596 334	720 427
Plant, machinery and equipment			13 040	25 627
Computer equipment and peripherals			140 378	200 530
Office furniture and fittings			76 947	76 294
Leasehold Improvements			65 638	98 457
Motor Vehicles			254 683	251 047
Finance lease			45 648	68 472



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

	Figures in Rand thousand	Notes	2020/21	2019/20
7. EXPENDITURE CONTINUED				
7.4 General expenses			34 664 259	56 793 615
Admin fees			64 602	176 809
Audit fees – Statutory			871 062	789 570
Audit fees – Internal			196 910	307 977
Bank Charges			47 586	51 491
Cleaning Services			263 010	576 799
Conference and delegations				541 786
Refreshments and office expenditure			4 931	53 761
Electricity			2 758 332	465 813
Insurance			451 938	452 647
Integrated Marketing and Communications			8 850 209	27 522 319
Legal Fees			697 590	1 716 714
Parking			45 815	47 039
Non-executive Board remuneration and allowances			753 028	922 948
Postage			–	
Printing and stationery			–	55 686
Rental of buildings			5 412 271	6 831 882
Strategic planning			856 230	632 624
Project evaluation			115 000	824 869
Recruitment			715 085	
Rental of vehicles				
Security costs			265 040	579 344
Subscriptions and publications			49 057	116 771
Telephone costs			30 384	562 632
Craft workshop			2 283 855	1 328 793
Staff Training and Development			–	516 620
Information technology expenditure			2 059 555	1 621 131
Other			1 755 387	1 440 578





Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

7. EXPENDITURE CONTINUED

The following comparative figures have been reclassified to enhance reporting:

- Non-executive Board fees of R922,948 have been reclassified from compensation of employees to general expenses.
- Visitor Information Services of R732,597 have been reclassified from other expenditure to Integrated Marketing and Communications.
- Strategic Planning of R632,624 have been reclassified from other expenditure and reported as a separate expenditure line item.
- Project evaluation of R824,869 have been reclassified from other expenditure and reported as a separate expenditure line item.

The expenditure for electricity has significantly increased from R465 813 to R2 758 332. City Power Johannesburg conducted an audit of electricity consumption to check the accuracy of meters. The audit performed revealed that the metre has not reading correctly for the past 5 years (2015/16 – 2019/20). City Power did a backbilling for electricity based on the correct usage which resulted in backbilling of R1 519 663. This backbilling has been included in the current year's expenditure as information on the incorrect billing was only discovered and reported by City Power in the current financial year.

	Figures in Rand thousand	Notes	2020/21	2019/20
7.4.1 Tourism Monitors			6 117 382	8 657 012
Community Facilitation			-	145 893
Administration			408	31 037
Stipend			5 195 370	7 275 582
Implementation			800 000	1 200 000
Work Tools			121 604	-
Transport			-	4 500

The Tourism Monitors project is an EPWP project that is fully owned and budgeted for by the National Department of Tourism and implemented by GTA through a contract entered into. The Project entails the identification of unemployed community members to serve as Community Tourism monitors at key regional attractions. The project came to an end on 31 December 2020.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

	Figures in Rand thousand	Notes	2020/21	2019/20
7. EXPENDITURE CONTINUED				
7.5 Other gains / losses				
(Gains) on disposal of assets (Property, plant and Equipment)			(12 005)	-
Loss on disposal of assets (Property, plant and Equipment)			1 465	-
			(10 540)	-

The GTA submitted an insurance claim for a stolen IPAD. The insurance paid out an amount of R12 005 for the IPAD. The full amount is recognised as income as the IPAD was fully depreciated. The GTA also wrote down assets that were either lost or damaged. The cost of the written down assets was R77 870.56 with an accumulated depreciation of R76 405.85. The loss recognised in the statement of financial performance is R1 464.71.

7.6 Finance charges				
Finance charges – Finance lease			1 937	8 999



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

8. RELATED PARTIES

The Authority's main related party is the Department of Economic Development who is primarily responsible for funding received by the GTA. The Gauteng Department of Agriculture and Rural Development, its entities, and the entities of the Gauteng Department of Economic Development are also related parties of the Authority as they are under common control of the same MEC. Other related parties are the MEC of the Gauteng Department of Economic Development, Agriculture and Environment, Members of Key Management and the GTA Board. All related parties except the GTA Board are within the same sphere of government and/or under common.

All transactions between the GTA and its related parties occurred within normal terms and conditions within the normal operating parameters established by the GTA's legal mandate. The nature of the transactions and balances with the GTA's related parties is as follows:

Gauteng Department of Economic Development – the GTA receives its budget from the GDED. In addition, the GDED has contracted with a landlord for the usage of 124 Main Street which houses the DED entities. The respective entities that are occupying the building enter into the MoU with the DED related to their respective portion of usage of the building. The GTA pays rental, electricity, water, security and cleaning costs to the DED as agreed in the the DED's contract with the landlord, and the GTA's MoU with the DED.

GTA Board of Directors – the GTA pays Board fees and allowances for meetings attended in line with the approved GTA Board remuneration policy.

GTA executive management – the GTA pays salaries to the executive management in line with the GTA remuneration policy.

Relationships	Entity
Ultimate controlling entity	Gauteng Department of Economic Development
Under common control	Gauteng Department of Agriculture and Rural Development
Gauteng Department of Economic Development Agencies	Gauteng Growth and Development Agency This Innovation Hub Management Company Supplier Park Development Company Constitution Hill Development Company Greater Newtown Development Company Gauteng IDZ Development Company Gauteng Gambling Board Gauteng Enterprise Propeller Gauteng Liquor Board Cradle of Humankind and Dinokeng

GTA Board of Directors and close family members (Note 8.1.2)

GTA executive management and close family members (Note 8.1.1)



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

	Figures in Rand thousand		Notes	2020/21	2019/20
8. RELATED PARTIES					
8.1.1 Executive Management Emoluments				15 217 571	14 780 262
Summary	Salary / Acting R	Bonuses and perform payments R	Provident Fund contributions R	Cell/Med Aid R	Total R
Executive Staff Members					
Y Kona: Chief Executive Officer	1 424 688	293 024	-	-	1 717 712
MN Kubeka	1 606 263	193 061	-	-	1 799 324
KN Gaogamediwe: Acting Chief Executive Officer	1 888 158	186 251	-	-	2 074 409
S Moeketsi	1 242 213	-	-	-	1 242 213
FH Ngqobe	1 813 854	200 360	-	-	2 014 213
T Nkuna	1 040 445	211 757	78 033	46 281	1 376 517
M Kona	1 606 263	-	-	-	1 606 263
MS Manukuza: Chief Financial Officer	1 547 782	186 032	-	15 950	1 749 764
JF Dekker	1 461 495	175 661	-	-	1 637 156
Year ended 31/03/2021	13 631 163	1 446 144	78 033	62 231	15 217 571



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

Summary	Salary / Acting R	Bonuses and perform payments R	Provident Fund contributions R	Cell/Med Aid R	Total R
8. RELATED PARTIES CONTINUED					
Executive Staff Members					
Y Kona: Chief Executive Officer	2 427 930	-	-	-	2 427 930
MN Kubeka	1 544 484	180 429	-	-	1 724 913
KN Gaoganediwe	1 495 585	181 178	-	-	1 676 763
S Moeketsi	1 602 876	-	-	-	1 602 876
FH Ngqobe	1 602 876	-	-	-	1 602 876
T Nkuna	1 000 428	121 647	75 032	40 611	1 237 718
M Kona	1 544 484	-	-	-	1 544 484
MS Manukuza: Chief Financial Officer	1 488 252	45 241	-	23 925	1 557 418
JF Dekker	1 405 284	-	-	-	1 405 284
Year ended 31/03/2020	14 112 199	528 494	75 032	64 536	14 780 262

The CEO Mrs Kona resigned on 30 September 2020. Mr K Gaoganediwe was appointed to act as the CEO from 6 October 2020.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

	Figures in Rand thousand	
	2020/21	2019/20
8. RELATED PARTIES CONTINUED		
8.1.2 Board Emoluments	753 028	922 948
Ms NM Mufamadi (Chairperson): until 30 September 2020	42 660	172 509
Dr Z Zitha (Deputy Chairperson): until 30 September 2020	39 237	156 080
Ms CGM Chiloane: until 30 September 2020	23 274	67 372
Ms ME Ravele: until 30 September 2020	25 488	123 405
Mr M Sass: until 30 September 2020		102 713
Mr DK Golding: until 30 September 2020	54 306	105 933
Mr J Matongo: until 30 September 2020		105 561
Mr J Sekhitla: until 30 September 2020	27 153	89 376
Ms S Koaho: from 1 October 2020	79 339	
Mr D Lehutjo: from 1 October 2020	54 734	
Mr E Margerman: from 1 October 2020	52 345	
Mr C Mpyane: from 1 October 2020	50 464	
Ms G Nkabinde: from 1 October 2020	53 001	
Ms J Nwokedi (Chairperson): from 1 October 2020	98 543	
Ms M Ramawela: from 1 October 2020	41 155	
Mr T Ratshitanga (Deputy Chairperson): from 1 October 2020	56 627	
Mr L Seeco: from 1 October 2020	54 702	

The term of the previous Board came to an end on 30 September 2020. A new Board was appointed on 1 October 2020.

9. CONTINGENT LIABILITY

In terms of National Treasury Instruction No.12 of 2020/21, accounting authorities of public entities listed in Schedules 3A and 3C to the PFMA must annually declare all surpluses or deficits to the relevant Treasury from the period 1 August to 30 September of each year, using their audited annual financial statements as the basis for calculation of the surpluses or deficits. Accounting authorities should not utilise surplus funds realised from a closed financial year, prior to obtaining written approval from the relevant Treasury to retain such surpluses. Public entities must surrender all surpluses that were realised in a particular financial year which were not approved for retention by the relevant Treasury no later than 30 November of each year.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

9. CONTINGENT LIABILITY CONTINUED

The GTA has surplus funds of R34,487,860 calculated in terms of the formula stipulated in Instruction Note 12 (Cash and cash equivalents, plus debtors, less liabilities). The GTA has always received approval to retain the surplus. The first time where approval was not obtain was in the 2019/20 financial year as a result of the impact of Covid 19, which placed significant pressure on the government fiscus. However, based on our assessment, this was a once off event as the 2019/20 financial year was an abnormal year where Covid 19 was discovered and the stringest lockdown measures had to be implemented to enable the Health sector to prepare for the anticipated impact of Covid 19. The trend over the years has been that the GTA obtains approval on its application for the retention. We therefore do not believe that the lack of approval during the 2019/20 financial year will continue. The GTA has been mandated to implement the Tourism Recovery Plan during the 2021/22 financial year due to the impact that Covid 19 has had on the Tourism sector. This will require the GTA to intensify on its domestic and digital marketing campaigns. In light of the mandate to implement the Tourism Recovery Plan, we do not anticipate that the funds will be paid back. However, an uncertainty does exist though as the ultimate discretion rests with the Gauteng Treasury to approve the retention of the surplus. This uncertainty has therefore necessitated the disclosure of a contingent liability pertaining to the surplus funds.

	Figures in Rand thousand	Notes	2020/21	2019/20
10. NOTES TO THE CASH FLOW STATEMENT				
10.1 Reconciliation of net (deficit)/surplus before taxation to cash (utilised) generated from operations				
Net (deficit)/surplus for the year			26 202 083	12 388 444
Adjusted for:				
Depreciation			596 334	720 427
Amortisation			-	-
Gain on disposal of asset			(12 005)	-
Loss on disposal of asset			1 465	-
Funds surrendered to Gauteng Treasury			(22 558 835)	-
Operating surplus/(deficit) before working capital changes			4 229 041	13 108 871
Other Non-cash movements (Surplus / GHS surrender to Treasury)				
Working capital changes			(13 073 692)	17 873 801
Decrease/(Increase) in Accounts Receivable			266 766	1 118 379
Increase/(Decrease) in Conditional Grants			(6 119 015)	13 932 959
Increase/(Decrease)/Increase in accounts payable			(7 221 443)	2 822 464
Cash (utilised by)/generated from operations			(8 844 651)	30 982 672



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

	Figures in Rand thousand	
	2020/21	2019/20
10. NOTES TO THE CASH FLOW STATEMENT CONTINUED		
10.2 Adjustments to property, plant and equipment		
Additions to property, plant and equipment	253 146	645 288
Computer equipment	253 146	169 535
Furniture and Fittings		47 875
Equipment		27 879
Leasehold improvements		-
Motor Vehicles	-	400 000
10.3 Cash and cash equivalents at beginning of the year	71 663 821	41 397 065
Current bank account	24 658 900	7 539 893
Corporation for Public Deposits Account (restricted use)	47 004 800	33 851 172
Petty cash	121	6 000
10.4 Cash and cash equivalents at end of the year	62 526 883	71 663 821
Current bank account	13 690 672	24 658 900
Corporation for Public Deposits Account (restricted use)	48 835 320	47 004 800
Petty cash	891	121
11. NOTES TO THE STATEMENT OF CHANGES IN NET ASSETS		
The Accumulated Surplus reflects net assets and includes retained income for future use amounting to R36 767 642.		
12. RETIREMENT BENEFIT OBLIGATIONS		
The Authority has made provision for a Liberty Life Group Provident Fund for GTA personnel. The Authority contributes 100% of the amount payable for provident fund for staff who join the scheme at 7.5% and 50% of the amount payable for staff who join at 15% is recognised as an expense in the Statement of Financial Performance. The Liberty Life Provident Fund is governed by the Pension Fund (Act No. 24 of 1956) and incorporated in the GTA Staff Policies.		



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

	Figures in Rand thousand	2020/21	2019/20
13. OPERATING LEASE ARRANGEMENTS/NON-CAPITAL COMMITMENTS/COMMITMENTS-AUTHORISED EXPENDITURE			
13.1 Operating lease arrangements / Non-capital Commitments			
Operating lease liability		214 181	1 394 537
At the statement of financial position date the GTA has outstanding commitments under non-cancellable operating leases, which fall due as follows:			
Not later than 1 year		5 143 617	6 757 785
Later than 1 year but not later than 5 years		21 601 978	2 724
Later than 5 years		-	-
		26 745 594	6 760 509

The Authority entered into a new lease agreement with the Department of Economic Development from 1 December 2020 until November 2025. The lease commenced upon expiry of the old lease which ended on 30 November 2020. The total value of the agreement of R28,426,514.54 was straightlined and is listed in the lease note. The period of the lease is for 5 years with a 6% escalation. The lease agreements do not impose any restrictions.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

	Figures in Rand thousand	
	2020/21	2019/20
13. OPERATING LEASE ARRANGEMENTS/NON-CAPITAL COMMITMENTS/COMMITMENTS-AUTHORISED EXPENDITURE		
13.2 Finance lease obligations		
Total future minimum lease payments	-	53 084
Within 1 year	-	53 084
Later than 1 year but not later than 5 years	-	-
Later than 5 years	-	-
Less: Future finance charges	-	(1 937)
Present value of minimum lease payments	-	51 147
Present value of minimum lease payments due	-	51 147
Within 1 year	-	51 147
Later than 1 year but not later than 5 years	-	-
Later than 5 years	-	-
Non current liability		
Current liability	-	51 147
The Authority leased three printers from Konica from 1 December 2017 The period of the lease is 3 years and interest rate is 10% The lease agreement does not provide for contingent lease payments The lease came to an an end on 30 November 2020.		
13.3 Commitments – Authorised Expenditure		
Authorised capital expenditure		
Already contracted for but not provided for		
Property, plant and equipment – computer assets	364 530	-

In the 2019/20 financial year, the Agency had previously disclosed operational contractual commitments to the value of R4,149 million. This was an additional disclosure which was done in the interest of providing useful information to the users of the annual financial statements. This disclosure is however not required in terms of GRAP 1. GRAP 1 paragraph 124 does not require the disclosure of unrecognised operational contractual commitments but only emphasizes on the order in which other disclosures need to follow. The agency has therefore taken the decision to only disclose capital commitments required by GRAP 1.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

14 EVENTS AFTER REPORTING DATE

Rationalisation of the Tourism function

Following the adoption of the Growing Gauteng Together Vision 2030 by the Gauteng provincial government at the start of the 6th administration, the need for a consolidated tourism portfolio to drive visitor economy growth in the province could not be overemphasised. Accordingly, the MEC of the Gauteng Department of Economic Development in the 2020/21 financial year sanctioned the consolidation of the demand and supply tourism functions under the leadership of the Gauteng Tourism Authority (GTA). The effective date for this move is the 1st April 2021 as per the approved GTA 2021/22 Annual Performance Plan.

As part of the rationalisation of the Tourism portfolio, the GTA will also be managing and operating the Garankuwa Hotel School from 1 April 2021. The budget of R16,7million for the Tourism Supply function and the Garankuwa Hotel School will be allocated to the GTA in the 2021/22 financial year.

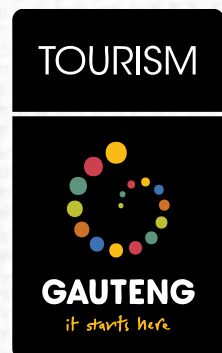
15 GOING CONCERN

The Covid 19 pandemic continues to pose a threat to the continuity of businesses at large, and the Tourism sector in particular. The GTA has implemented alternative ways of doing business to ensure sustainability. This includes various revenue generation strategies which will enable the GTA to be self-sustaining in the long run. Hybrid events and online marketing continue to be the focal point to ensure the destination in marketed in spite of Covid.

The GTA has revised its strategic plan and annual performance plan for the 2021/22 financial year, and has been allocated sufficient funds over the MTEF to carry out the objective and targets set out in the strategic plan.

16 SENSITIVITY ANALYSIS

The Authority fulfilling its mandate under the auspices of the Provincial Government is reliant on Government as its major source of revenue. It therefore does not anticipate any interest rate risk caused by fluctuating interest rates as it does not operate a system of debtors of significant value. The Authority also manages its risks through a Risk Management Plan.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

	Figures in Rand thousand	
	2021	2020
17. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT		
Categories of financial instruments at amortised cost		
Total financial assets		
Trade receivables from exchange transactions	207 956	700 000
Cash and cash equivalents	62 526 883	71 663 821
Total	62 734 839	72 363 821
Total financial liabilities		
Trade payables from exchange transactions	4 594 525	7 469 424
Other payables from exchange transactions	4 511 704	7 565 351
Finance lease obligation		51 147
Total	9 106 229	15 085 922

An amount of R1 050 million has been reclassified from the comparative balance of trade payables to other creditors to enhance reporting. This amount is for accruals for goods and services for which invoices have not been received.

Capital risk management

The entity's strategy is to maintain a strong capital base to sustain future development of the organisation. The entity manages its capital base to ensure continuity as a going concern while delivering sustainable services. The capital structure of the entity consists of cash and cash equivalents, debt and equity. Equity includes the accumulated surplus of the entity presented in the statement of changes in net assets.

Financial risk management objectives

The Board has overall responsibility for the establishment and oversight of the entity's risk management framework. The entity has risk policies in place including an enterprise wide risk management framework that was established to identify and analyse risks faced by the entity, and to develop definite action plans to respond to identified risks. The financial assets and liabilities of the entity are generated by day-to-day operational activities of the entity.

The entity manages financial risks relating to the operations through internal policies and procedures. Operational risk registers have been developed to respond to risks emanating from day to day operations of the organisation. Compliance with policies and procedures is closely reviewed by the Audit and Risk Committee and Board, and by the external auditors. The entity does not enter into or trade financial instruments for speculative purposes. Further quantitative disclosures are included throughout these Annual Financial Statements.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

17. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT CONTINUED

Significant risks

The entity has exposure to the following risks from its operations:

- *Market risks;
- *Interest rate risk;
- *Credit risk;
- *Liquidity risk.

Market risk

The entity monitors its cash forecasts closely to ensure that cash reserves are banked at the South African Reserve Bank to maximise interest received.

Credit risk

The entity's debtors are as a result of overpayments to the Department of Economic Development for the 124 Main Street building as a result of an incorrect invoice from the landlord. Other debtors normally arise amounts owed by other organs of state emanating from contractual obligation wherein the GTA partners with other organs of state to collaborate on matters of common interest. Credit risk consists mainly of cash deposited with banking institutions.

There were no material changes in the exposure to credit risk and its objectives, policies and processes for managing the risk during the year under review. The entity's maximum exposure to credit risk is represented by the carrying value of each financial asset in the Statement of Financial Position. The entity did not have any impairments, write-off and credit losses during the 2020/21 financial year.

The maximum credit risk exposure in respect of the relevant financial instruments is as follows:

Figures in Rand thousand	2021	2020
Trade and other receivables		
Trade receivables from exchange transactions	207 956	700 000
Cash and cash equivalents	62 526 883	71 663 821
Total	62 734 839	72 363 821



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

	Figures in Rand thousand	2021	2020
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17. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT CONTINUED

Maximum credit risk exposure

The major concentrations of credit risk that arise from the entity's trade and other receivables are in relation to customer classification as follows:

Trade receivables from exchange transactions:

Electricity	90%	0%
Sewerage	4%	0%
Water	6%	0%
Craft Customised Sector Programme funding	0%	100%
Total	100%	100%

Credit quality of financial assets:

The credit quality of financial assets can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates. The GTA has assessed the credit rating of its debtors to be a good rating of debtors with a good paying behavior and minor risks. The debtor for the 2020/21 financial year relate to the controlling Department, who transfers the annual budget to the GTA.

None of the financial assets that are fully performing have been renegotiated in the year under review.

Liquidity risk

Ultimate responsibility for liquidity risk management rests with the Board, which has approved the Cash, Banking, and Investment management policy for the management of the entity's short, medium, and long term funding and liquidity management requirements. The entity continuously monitors cash forecasts and actual cash flows and matching the maturity profiles of financial assets and liabilities.

Maturity analysis

The entity ensures that it has sufficient cash on demand or access to facilities to meet expected operational expenses through the use of cash flow forecasts. Expenditure trends are closely monitored to ensure that the entity has sufficient funds to cover commitments.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

17. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT CONTINUED

The following table details the entity's contractual maturity for its non-derivative financial liabilities. The table has been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the entity can be required to pay.

Figures in Rand thousand	Not later than one month	Later than one month and not later than three months	Later than three months and not later than one year	Later than one year and not later than five years
2021				
Trade payables from exchange transactions	4 594 525	-	-	-
Other payables from exchange transactions	4 511 705	-	-	-
	9 106 230	-	-	-

Figures in Rand thousand	Not later than one month	Later than one month and not later than three months	Later than three months and not later than one year	Later than one year and not later than five years
2020				
Trade payables from exchange transactions	7 469 424	-	-	-
Other payables from exchange transactions	7 565 351	-	-	-
Finance lease obligation	6 209	12 574	32 364	-
	15 040 984	12 574	32 364	-



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

	Figures in Rand thousand	2020
18. PRIOR PERIOD ERROR		
Statement of financial position		
Decrease in Conditional grants		(4 084 708)
Statement of Changes in Net Assets		
Increase in revenue		3 802 131
Increase in Accumulated surplus		282 577
Notes to the cash flow statement		
Increase in net surplus for the year		3 802 130
Increase in operating surplus before working capital changes		3 802 130
Decrease in Working capital changes – increase in conditional grants		3 802 130
Decrease in working capital changes		3 802 130
Statement of financial performance		
Increase in DED Government grant revenue and budget		4 627 000
Decrease in project evaluation conditional grant revenue		(824 869)
Decrease in project evaluation conditional grant budget		(1 027 000)

The GTA previously received grants of R4 084 708 which were incorrectly accounted for as conditional grants instead of being recognised in revenue in the period that the grants were received in. In the 2019/20 financial year an amount of R3 802 131 was received from the DED and incorrectly accounted for as a conditional grant. An amount of R282 577 was also received from the DED in prior periods before 2019/20 and was incorrectly accounted for as a conditional grant.





Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

18. PRIOR PERIOD ERROR CONTINUED

Notes to the statement of financial position

Increase in Intangible assets – gross carrying amount	762 163
Increase in Intangible assets – accumulated amortisation	(762 163)
Increase in Trade and other receivables – prepayment	43 947

During the annual report printing stage the entity did not print the amounts for the intangible asset for the computer software. The net effect is zero as the software has been fully amortised. The entity also did not print the prepayment of R43 947 for payroll license. The amount was however disclosed on the ageing of the prepayment. There is therefore no effect on the statement of changes in net assets.

Notes to the statement of financial position

Financial assets carried at amortised cost

Decrease in other current financial assets	(43 497)
--	----------

Financial liabilities carried at amortised cost

Decrease in conditional grants	(29 220 305)
Decrease in other creditors (operating lease liability)	(1 394 537)

The entity had incorrectly disclosed prepayments as financial assets. Unspent conditional grants and the operating lease liability had also been incorrectly disclosed as financial liabilities. Prepayments, unspent conditional grants and operating lease liabilities do not meet the definition of a financial instrument in terms of GRAP 104.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

19 PRIOR PERIOD RECLASSIFICATIONS

The GTA has reclassified certain amounts and disclosures in order to enhance reporting in compliance with GRAP and provide useful information to the users of the Annual Financial Statements. The reclassification has also been done to disclose certain amounts as separate line items either on the face of the annual financial statements or on the notes instead of grouping them with other amounts.

Employee related costs and general expenditure

Board fees have been reclassified from employee related costs to general expenditure.

Other expenditure

The reporting of general expenditure has been reclassified to separately disclose some expenditure as separate line item instead of grouping them together with other expenses.

Trade and other payables

Trade and other payables has been reclassified to separately disclose the finance lease obligation and operating lease liability as separate line items. The staff leave accruals have been reclassified from being a separate line item to being incorporated with other payables to enhance reporting.

Cash flow statement

The cash receipts and cash payments as disclosed in the cash flow statement have been disaggregated to provide more useful information pertaining to the main categories of cash receipts and cash payments. In addition, certain line item disclosures have been moved from the notes to the cash flow statement and disclosed on the face of the cash flow statement to enhance reporting.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

19 PRIOR PERIOD RECLASSIFICATIONS CONTINUED

The reclassification affected the following line items:

2019

Figures in Rand thousand	As previously reported	Reclassification	Restated
Statement of financial performance			
Employee related costs	56 174 622	(922 947)	55 251 675
General expenses	55 870 665	922 947	56 793 612
Other expenditure	3 630 667	(2 190 090)	1 440 577
Integrated marketing	26 789 723	732 597	27 522 320
Strategic planning	-	632 624	632 624
Project evaluation	-	824 869	824 869
Statement of financial position			
Trade and other payables – staff leave accruals	2 418 879	(2 418 879)	0
Trade and other payables – other creditors	6 592 155	973 195	7 565 350
Finance lease obligation	-	51 147	51 147
Operating lease liability	-	1 394 537	1 394 537
Cash flow statement			
Cash receipts from grants	136 644 427	(3 790 099)	132 854 328
Refunds and re-imbursements	-	125 725	125 725
City of Johannesburg contribution for Meetings Africa	-	3 564 375	3 564 375
GGDA contribution for strategy review and development	-	100 000	100 000
Notes to the cash flow statement			
Operating surplus / (deficiency) before working capital changes	5 742 799	3 563 942	9 306 741
Interest paid	8 999	(8 999)	-
Investment income	(3 572 940)	3 572 940	-

The operating surplus before working capital changes has increased from R5 742 799 to R13 108 871 as disclosed in note 10.1. The increase is made of R3 563 942 arising from the reclassification of certain line item disclosures in the cash flow statement as well as the correction of prior period error of R3 802 130 as disclosed in note 18 above.



Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

19 PRIOR PERIOD RECLASSIFICATIONS CONTINUED

The reclassification affected the following line items:

2019

Figures in Rand thousand	As previously reported	Reclassification	Restated
Cash flow statement			
Finance income	-	(3 572 940)	(3 572 940)
Finance charges	-	8 999	8 999
Total receipts from operating activities	136 644 429	3 572 940	140 217 369
Total payments from operating activities	(109 225 697)	(8 999)	(109 234 696)
Notes to the Annual Financial Statements			
Financial instruments: Trade and other payables	8 519 424	(1 050 000)	7 469 424
Financial instruments: Staff leave accrual	2 418 879	(2 418 879)	-
Financial instruments: Thirteenth cheque accrual	413 940	(413 940)	-
Financial instruments: Other creditors	5 128 216	2 437 135	7 565 351
Financial instruments: Finance lease obligation	-	51 147	51 147





Notes to the Annual Financial Statements (continued) for the year ended 31 March 2021

Figures in Rand thousand		2021	2020
20	IRREGULAR EXPENDITURE		
	Opening balance	87 768	87 768
	Add: irregular expenditure arising in the current year	258 769	
	Less: irregular expenditure condoned	(87 768)	
		258 769	87 768

Incident

Supplier's contracts were extended without following the procurement process
Supplier appointed without obtaining three quotations

Disciplinary steps taken

Disciplinary steps not yet taken pending assessment
Employee was issued with a warning letter

258 769	-
-	87 768
258 769	87 768

Computer license

The GTA previously made use of Treasury Regulation 16A6.6 to participate in a contract arranged by the DED for computer software licenses. The participation was for a period of three years. At the end of the participation period, the service provider continue to render services to the GTA. Invoices have been submitted to the GTA for services rendered, no payment has however been made. Discussions are underway with the service provider to reverse the expenditure.

21 FRUITLESS AND WASTEFUL EXPENDITURE

Opening balance	200 604	0
Fruitless and wasteful expenditure arising during the current period	-	200 604
Less amounts recovered	-	-
Less amounts written off	-	-
Closing balance	200 604	200 604

The Authority incurred fruitless expenditure of R200 604 from the usage of the organisation's cellphone card after the cellphone was stolen. The official failed to notify the service provider to block the SIM card to prevent further usage of the card. Negotiations with the service provider to reverse the invoice did not succeed. The GTA paid the service provider. An internal process is currently underway to determine the appropriate consequence management.

DID YOU KNOW?

Freedom Park is situated at Salvokop in Pretoria. It includes a memorial with a list of the names of those killed in the South African Wars, World War I, World War II as well as during the apartheid era.



TOURISM



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