

Visit • Work • Play

JOHANNESBURG TOURISM COMPANY BUSINESS PLAN 2024/25



A City of Johannesburg Metropolitan
Municipality Entity

Johannesburg Tourism Company NPC
Reg. No. 2003/009873/08

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SIGN-OFF PAGE

Mr Nselelo Nxasana
Chief Finance Officer
Johannesburg Tourism Company
Date: 08 March 2024

Signature: 

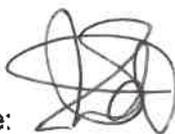
Mr Thandubuhle Mgudlwa
Chief Executive Officer
Johannesburg Tourism Company
Date: 08 March 2024

Signature: 

Ms Gugu Bridget Sithole
Board Chairperson
Johannesburg Tourism Company
Date: 12 March 2024

Signature: 

Ms Lulama Ndlovu
Acting Executive Director:
Department of Economic Development
Date: 15/03/2024

Signature: 

Councillor Nomoya Mnisi
Member of Mayoral Committee
Economic Development
Date:

Signature: 

ACRONYMS LIST

ACRONYMS	DEFINITION
(A)	African
AER	Annual Economic Review
ASD	Assistant Director
ASSOC.	Association
(B)	Black
(C)	Coloured
CAPEX	Capital Expenditure
CBD	Central Business District
CIPC	Companies and Intellectual Property Commission
Cllr	Councillor
Companies Act	Companies Act 71 of 2008
COJ/City	City of Johannesburg
Covid	Coronavirus Pandemic
CRUM	Citizen Relationship & Urban Management
CSD	Central Supplier Database

ACRONYMS	DEFINITION
CVB	Convention and Visitor Bureau
DD	Deputy Director
DED	Department of Economic Development
DFI	Development Financial Institutions
DFI	Direct Foreign Investments
DMC	Destination Management Company
DMO	Destination Management Organisation
DOT	Department of Tourism
DSBD	Department of Small Business Development
DTI	Department of Trade and Industry
EGS	Economic Growth Strategy
EPWP	Expanded Public Work Programme
EU	European
GATOA	Gauteng Tour Operators Association
GDP	Gross Domestic Product
GDP	Gross Domestic Product
GEP	Gauteng Enterprise Propeller

ACRONYMS	DEFINITION
GGDA	Gauteng Growth and Development Agency
GICT	Group Information Technology and Information Management
GRAP	Standards of Generally Recognised Accounting Practice
GTA	Gauteng Tourism Authority
(I)	Indian
IATA	International Air Transport Association
ICCA	The International Congress and Convention Association
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
IT	Information Technology
JBF	Johannesburg Business Forum
JDA	Johannesburg Development Agency
JMPD	Johannesburg Metropolitan Police Department
JOC	Joint Operations Committee
JPC	Johannesburg Property Company
JRA	Johannesburg Roads Agency

ACRONYMS	DEFINITION
JTC	Johannesburg Tourism Company
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
ME	Municipal Entity
MFMA	Municipal Finance Management Act, Act 56 of 2003
MICE	Meetings, Incentives, Convention, Events and/or Exhibitions
MMC	Member of Mayoral Committee
MOE	Municipal Entity
MOU	Memorandum of Understanding
NDP	National Development Plan
NDP	National Development Plan
NDT	National Department of Tourism
NTSS	National Tourism Sector Strategy
OC	Opportunity Centre
OPEX	Operational Expenditure
PA	Partnership Agreement

ACRONYMS	DEFINITION
PCO	Professional Conference Organisers
PPP	Public Private Partnership
PAA	Public Audit Act, 2004, Act 25 of 2004
(R)	Rand (South African)
ROI	Return on Investment
SA	South Africa
SAA	South African Airways
SAACI	Southern African Association for the Conferencing Industry
SANCB	South Africa National Convention Bureau
SAPS	South African Police Service
SAT	South African Tourism
SATSA	South African Tourism Services Association
SDBIP	Business Plans, Service Delivery and Budget Implementation Plan
SDF	Service Delivery Framework
SEF	Sustainable Employment Facilitation
SETA	Skills Education Training Authorities
SLA	Service Level Agreement

ACRONYMS	DEFINITION
SMME	Small Medium Micro Enterprises
StatsSA	Statistics South Africa
SWOT	Strengths, Weaknesses, Opportunities and Threats
UDZ	Urban Development Zone
UNWTO	United Nations World Tourism Organisation
US	United States
USD	United States Dollar
VIC	Visitors Information Centres
VIC	Visitor Information Centre
W	White
WTTC	World Travel and Tourism Council

KEY DEFINITIONS

TERM	DEFINITION
Bidding	The concept of bidding is well-known for associations, corporate as well as public-sector events. Where the bid process generally starts with identifying a concept and developing it by means of a formal proposal. The proposal is submitted to the appropriate party (event organiser) and/or delivered by way of a pitch by the interested party.
Business Tourism	A trip which is undertaken by an individual on behalf of a business/company with the purpose of attending a conference, meeting, exhibition, event or as part of an incentive.
Destination	A tourism destination can be defined as a geographic region, political jurisdiction, or major attraction that creates a tourism flow in both space and time providing visitors with a range of satisfying to memorable visitation experiences. A destination can be a whole country, a region, an island, a town or city, a village, or a self-contained centre or attraction.
Destination Management Organisation	Non-profit organisations aimed at generating tourist visitation for a particular area.
Stakeholders	Stakeholders are groups or individuals that may be influenced by or influence the decisions, actions, practices, policies or goals of an organisation. In tourism, destination stakeholders may be referred to as the host (the local community and environment), the industries (supplier) and the tourists.



1 EXECUTIVE SUMMARY

1.1 Executive Summary

Johannesburg 2040 Growth and Development Strategy offers a clear vision, mission and framing paradigm and principles, alongside outcomes, outputs and indicators for strategic planning in the City of Johannesburg. Four overarching outcomes define the Johannesburg 2040 GDS wherein tourism seeks to contribute towards an inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens which is outcome three (3). Tourism sector in its multi-faceted strives towards stimulating economic growth to effect multipliers related income towards GDP contribution and sustained job creation. Tourism in the city is often associated with critical success factors, viable for rebound of the economy because of its versatility.

The City has confirmed eleven Mayoral Priorities underpinned by a multiple of Strategic Interventions to guide the strategic planning process leading to the development of 2024/25 Business Plans, Service Delivery and Budget Implementation Plan (SDBIP) and Integrated Development Plan (IDP). This is the guiding framework of the Johannesburg Tourism Company (JTC) 2024/25 Business Plan.

Tourism as a key economic sector in the City contributes towards realisation of Mayoral Priority Nine (9): Sustained Economic Growth through the promotion of business and leisure tourism. It asserts that Government must do everything possible to create an environment for economic growth so that entrepreneurs and businesses can invest and create the jobs that will continue to make Johannesburg the City of Opportunities. This will bring jobs and investment to the local economy.

The City of Johannesburg has strongest representation in the main tourism industries as well as the largest share of international tourists. It caters to all types of tourists and offers products and activities ranging from the like of mass tourism to that of the smaller niche markets. All these figures prove why this city is one of the most prominent tourism nodes in South Africa.

The City boasts a variety of natural attractions, which provide a balance between the busy city life and the more relaxed natural scenes. Natural areas/attractions tend to be vulnerable to

tourist overuse and overdevelopment and for this reason the City in its new tourism demand and supply driven strategy has identified **eight (8) Niche Development Areas** for diversification of its supply (offering) base namely:

- (i) Sports Tourism
- (ii) Medical Tourism
- (iii) Business Tourism
- (iv) Events and Lifestyle Tourism
- (v) Heritage and Cultural Tourism
- (vi) Tourism Real Estate Tourism
- (vii) Rail/Transport Tourism
- (viii) Mining Tourism

One of the strongest draw cards of the City is its 'diverse nature' relating to activities, opportunities and more importantly its people. The City is not only home to a vast range of cultures, but it also caters to diverse travel motives. The City's cultural and heritage attractions enhance its tourism competitiveness and gives depth to its 'brand'. The City of Johannesburg boasts a variety of high impact conferencing and events venues that support the business and meetings industry demand. The upkeep and maintenance of these venues are crucial for delivering products and services of highest quality. These venues should strive to contribute towards the positioning of the City as a premium business and lifestyle destination.

This Business Plan outlines the Key Interventions and Projects that will be undertaken by the Johannesburg Tourism Company (JTC). This plan further highlights how the draft budget is appropriated to support these projects/programmes. In order to measure the success of the work of JTC, a set of key indicators and targets are contained to ensure service delivery by the Entity.

An aerial photograph of a city skyline, likely Vancouver, featuring a prominent tall tower under construction. The tower is a dark, slender structure with a complex top section, extending vertically through the center of the frame. The city below is densely packed with various high-rise buildings. In the background, there are rolling hills and mountains under a sky with scattered clouds. A yellow horizontal bar is overlaid on the image, containing the text '2 STRATEGIC OVERVIEW'.

2 STRATEGIC OVERVIEW

2.1 Vision

To be a leading business and lifestyle destination in Africa

2.2 Mission

To position Johannesburg as a competitive business and lifestyle destination that offers diverse experiences.

2.3 Tagline

To position Johannesburg as a competitive business and lifestyle destination that offers diverse experiences. The tagline for the Joburg is reflected below:

Visit. Work. Play.

2.4 Strategic Objectives

The Johannesburg Tourism Company strategic objectives are:

- (i) To position the Johannesburg as a business and lifestyle destination on a global scale.
- (ii) To promote Johannesburg as a destination of business opportunities, lifestyle and entertainment.
- (iii) To improve destination performance by increasing number of visitors coming to Johannesburg.
- (iv) To enhance attractiveness of Johannesburg as a destination and diversify its offering base through extensive tourism development.
- (v) To enhance the City's competitiveness through constant innovation, upgrades, and expansion of product offerings.
- (vi) To ensure sustainable financial performance and growth.
- (vii) To enhance customer service, stakeholder engagement and increased communication effectiveness.
- (viii) To provide business enablement through technology.

2.4.1 Strategic Interventions

The underpinning strategic interventions depicts the City's new approach to tourism guided by its first independent strategy with good balance between supply and demand, approved in 2021. The long-term thinking is to unlock tourism economic potential by implementing the following niche development areas:

- i. Sports Tourism
- ii. Medical Tourism
- iii. Business Tourism
- iv. Events and Lifestyle Tourism
- v. Heritage and Cultural Tourism (including film)
- vi. Tourism Real Estate
- vii. Retail/Transport Tourism
- viii. Mining Tourism

These were identified through a participative tourism sector process to support the City's economic growth objectives. The city focuses its strategic approach to development and promotion using these specific niche categories where tourism products can be packaged and promoted to highlight outstanding tourism experiences within these special interest categories.

2.5 Values

2.5.1 Organisational values

- (i) **Empowerment:** Create an environment conducive to growth and development for our people
- (ii) **Integrity:** Act with integrity by maintaining the highest standards for accountability, serving with respect, honesty and trustworthiness.
- (iii) **Recognition:** Be an organisation that values its own people by ensuring fairness of systems and processes, being supportive as well as recognising and rewarding performance.

2.5.2 Performance values

- (i) **Innovative:** Leveraging of resources and partnerships to optimise delivery to our stakeholders and being responsive to change.
- (ii) **Ethical** (good corporate governance): Encapsulating the principles of integrity, transparency, and accountability.
- (iii) **Customer focus:** Providing services and solutions in a manner that is efficient, effective and responsive.

2.6 Mandate

2.6.1 Johannesburg Tourism Company Mandate

The tourism industry has been identified as one of the immediate priority sectors. The 1996 White Paper on the Development and Promotion of Tourism confirmed South Africa's approach to tourism as one which is "government led, private sector driven and community based", and grounded in cooperation and close partnerships between all stakeholders.

Government's recognition of the critical importance of tourism in the economy is evident in the sector's inclusion as one of the priority areas in the initial Industrial Policy Action Plan (IPAP, 2007), the New Growth Path (NGP, 2010) and the National Development Plan (NDP, 2030). The sector is expected to make the requisite contribution to job creation and the continued growth of the economy. In the NDP tourism is identified as a highly labour-intensive industry which stimulates the development of small businesses, and which generates foreign direct investment and significant export earnings. Emphasis is placed on increasing the number of tourists entering South Africa and the amount spent; the availability of tourism infrastructure; positioning South Africa as a regional shopping and business centre; and ease of access by air and travel facilitation through favorable visa regimes.

Objects of local government in Schedule 4 Part B of the Constitution of South Africa outlines local tourism as a responsibility mandated by the constitution to local government in line with section 152. (1) On the objects of local government with a focus on promoting social and economic development is relevant to tourism. In addition, the Municipal Structures Act, No.

117 of 1998 on Powers and Functions of municipalities put emphasis on local tourism as a legislated function wherein “local tourism” is stipulated as a municipal function as a result “promotion of tourism for the area of a municipality” is a municipal function.

Johannesburg Tourism, working towards improving the lives of citizens living in Johannesburg through inclusive growth in tourism. The policy mandates governing Tourism include the National Development Plan, New Growth Path, National Tourism Sector Strategy, and Gauteng Tourism Sector Strategy, Johannesburg Tourism Sector Strategy and related Acts and by-laws necessary for tourism.

The National Development Plan, which aims to eliminate poverty and reduce inequality by 2030, recognises tourism as one of the main drivers of job creation and economic growth through marketing South Africa both domestically and internationally. Most importantly, in City of Johannesburg Tourism Strategy outcomes aim at positioning the city as a leading business and lifestyle destination in Africa.

The City of Johannesburg Metropolitan Municipality has as one of its legislative objectives as promotion of tourism which is derived from Municipal Systems Act 32 of 2000, it entails the development, planning, promotion, facilitation and implementation of tourism activities that seek to stimulate tourism economic growth in the City.

The JTC is modelled as a Destination Management Organisation [DMO], which is a leading organisational entity that facilitates partnerships with various authorities, stakeholders, and professionals to achieve a unified mission towards a destination’s vision. JTC as a Destination Management Organisation employs a broad and holistic management approach which includes planning, developing, managing, marketing, and coordinating tourism amalgams such as access, attractions and activities, amenities and ancillary services and ambience. The entity is primarily tasked to ensure a good balance between tourism supply and demand in the destination, the destination must try to draw attention from both international and domestic visitors and private tourism markets, thereby prepare,

and enhance offering diversification to respond to market needs to ensure destination competitiveness and attractiveness to achieve differentiation.

A destination's competitiveness and attractiveness emanate from the use of effective, sustainable strategies and is based upon a balance of interests of all stakeholders inside the tourist destination.

JTC as a destination management organisation is able to perform the function assigned by the City more efficiently and cost effectively for the benefit of the destination, citizens and businesses. The entity undertakes the following tourism functions on behalf of the City:

- (i) Tourism Development
- (ii) Tourism Management
- (iii) Business Tourism (Convention Bureau)
- (iv) Visitor Services
- (v) Destination Management
- (vi) Destination Events
- (vii) Research, Strategy and Policy

2.6.2 Rationale

The City of Johannesburg has established the municipal entity only: -

-  as a mechanism to assist the municipality in the performance of its functions or powers;

and

-  if the municipality has demonstrated that: -

- ✓ the function or power will be performed more efficiently by a separate structure in order to achieve the strategic objectives of the municipality; and
- ✓ The municipal entity will benefit the destination, citizens and businesses.

The reasons for this the establishment of the JTC includes, but is not limited to:

- ✚ Ensuring operational flexibility to achieve efficiency, agility and precision in decision making in relation to the function.
- ✚ Eliminating of bureaucratic processes associated with municipality practices against the competitive world.
- ✚ Enabling quicker responses to real time opportunities and thereby increase visitor numbers for the benefit of destination economic development.
- ✚ Benefiting from external private sector partnerships with ensured goodwill cultivated by brand promise.
- ✚ Benefiting from external experts, using the vehicle as a single point of destination coordination.
- ✚ Generating more economic impact from sector activities by removing barriers of entry with creating more jobs and SMME opportunities.
- ✚ Improving global competitiveness for the city through appropriate destination positioning and promotion.

Accordingly, the City has demonstrated that there are justifiable reasons for the establishment of a municipal entity; that is:

JTC as a destination management organisation will be able to perform the function assigned by the City more efficiently and cost effectively for the benefit of the destination, citizens and businesses.

2.6.3 Destination Management Organisation Approach

Destination Management Organization (DMO) is the leading organisational entity that facilitates partnerships with various authorities, stakeholders, and professionals to achieve a unified mission towards a destination's vision. Destination management is a broad and holistic management process that includes managing, developing, marketing and coordinating tourism amalgams such access, attractions and activities, amenities and ancillary services and ambience.

In terms of both supply and demand approaches, the destination must try to draw attention from both visitors and private tourism markets by preparing and enhancing offerings to respond to market needs to ensure destination competitiveness and attractiveness. A destination's competitiveness and attractiveness comes from the use of effective, sustainable strategies based on a balance of interests of all stakeholders inside the tourist destination. Within any tourism destination, the public sector designs the destination's core identity with the mandate of growth and advancement of the sector; the private sector delivers the desire for future development with different goals and accountabilities; and the destination stakeholders are the entities connected together by travel experiences or through the tourism industry.

The DMO emerges as a key player in the development, marketing and management of tourism at the destination level with various functions assigned. Depending on the potential needs, these functions may include strategic planning, management and implementation of the destination tourism policy and strategy, tourism development, tourism marketing, crisis management, quality improvement and assurance, workforce development, and sustaining the cultural heritage of the destination. A destination with an effective management plan usually possesses a high capacity for undertaking innovations and trends, while being more resilient to potential challenges and disruptions – something more important than ever in the time of Covid-19.

Some advantages of having an effective destination management organisation are listed below:

- ✚ ***Establishing a competitive edge:*** Developing the destination's attractions and resources in a way that highlights its authenticity and characteristics will enable it to thrive. Ensuring positive visitors' experiences, allowing tourists to push their limitations and venture outside their comfort zone, will deliver an excellent quality experience in a destination.
- ✚ ***Ensuring sustainability:*** encouraging responsible tourism practices to preserve destinations for visitors and locals alike. Income generated from tourism can stimulate

the destination's development of new infrastructure and transport services, upgrade the skills of rural workers, and provide funds for natural, cultural, and historical resources to be managed in a more sustainable way. As a result, visitors will receive more authentic and engaging experiences—all while knowing they are having a positive impact on the destination. Additionally, good destination management can help avoid social and cultural conflicts and prevent tourism from negatively affecting local values.

- ✚ ***Building a tourism culture in the destination:*** Communicating with the local community in a destination and listening to local residents' voices is necessary to sustaining a tourism destination in the long term. DMOs are responsible for engaging local communities to ensure that tourism development is a mutual benefit between tourism stakeholders and citizens in the destination. This strategy is also vital for DMOs to preserve the cultures and natural character of destinations.

- ✚ ***Limiting the impact of over tourism:*** focused in on “over tourism” as “Tourism that has moved beyond the limits of acceptable change in a destination due to quantity of visitors, resulting in degradation of the environment and infrastructure, diminished travel experience, wear and tear on built heritage, and/or negative impacts on residents.” DMOs should help destinations raise awareness about the negative impacts of over tourism and manage the growth of tourism responsibly and intelligently.

- ✚ ***Building a strong brand identity:*** DMOs increasingly realise that the value of a destination brand is strongly linked to the value of the destination. Without diversifying the destination's tourism sources, it is almost impossible to understand the target market and its needs. Therefore, the destination brand identity is an essential driver to implement successful marketing strategies to the target market. By consistently conveying brand loyalty, tourists regularly return to the destination and become “free advertising” for a DMO: sharing with friends the value they saw in a destination, far beyond the time they spent in it.

DMOs operate within a destination and are usually non-profit organisations aimed at generating tourist visitation to a particular area and provide essential leadership. DMOs are responsible for developing a unique image and marketing the destination, coordinating most public and private tourism industry constituencies, providing information to visitors as well as to lead the overall tourism industry within a destination. The domains of tourism destination management include the following activities:

- ✚ **Leading and coordinating** many constituent elements of the tourism sector and ensure service coordination, which includes local, civic, political, business and visitor industry representatives in order to achieve a single voice for tourism. Therefore, it should be leading and coordinating all the shareholders' tourism activities within the destination.
- ✚ **Marketing the destination:** all the marketing efforts a DMO should make to attract visitors to the destination. This includes the destination's management, development and promotion, unbiased information and facilitation of tourism activities.
- ✚ **Fulfilling both a leadership and advocacy role for tourism** within a destination in which it serves. The DMO needs to be a visible organisation that draws attention to tourism so that citizens of the destination understand the significance of the visitor industry.
- ✚ **Ensuring the development of an attractive set of tourism facilities**, attractions, events, programmes, services and other related wide range of offerings an image that will help position and promote the destination as a competitive one in the experiences that it offers.
- ✚ **Assist visitors** through the provision of visitor services such as pre-visit information, and additional information on arrival to ensure that a seamless customer experience is created.

- ✚ **Serving as a key liaison** to assist external organisations, such as tour operators, meeting planners, joint marketing representatives in markets and travel agents who are working to bring visitors to the destination.

2.7 Legislation and Policy Environment

The Constitution of the Republic of South Africa identifies the legislative responsibilities of different levels of Government. In addition to National Legislation, the Johannesburg Tourism Company as a municipal entity will need to comply with a number of laws and regulations. There are a number of circulars and guidelines that have been implemented in terms of the various acts. The table below lists some of the key acts, regulations and guidelines and is by no means an exhaustive list.

Table 1: Key Legislation

LEGISLATION
NATIONAL
Constitution of the Republic of South Africa, 1996 (Act No.108 of 1996)
Tourism Act, 2014 (Act No.3 of 2014)
Tourism Act 1993 (Act No.72 of 1993)
Companies Act
Companies Act Regulations
LOCAL GOVERNMENT
Local Government: Municipal Finance Management Act,
Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000)

LEGISLATION

Local Government: Municipal Structures Act

Municipal Investment and Municipal PPP Regulations – Gazette No.27431, 1April 2005

Cost Containment Regulations

Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings

SUPPLY CHAIN MANAGEMENT

Local Government: Municipal Supply Chain Management Regulations Gazette No.27636, 30 May 2005

Preferential Procurement Policy Framework Act (PPPFA)

PPPFA Regulations

Municipal Finance Management Act, Circular No.68 Unauthorised, Irregular, Fruitless and Wasteful Expenditure

Local Government: MFMA Act, Circular No.76

Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)

LABOUR LEGISLATION AND REGULATIONS

Labour Relations Act

Employment Equity Act, Code of Good Practice: Human Resource Policies and Practices

Employment Equity Amendment Act, 2013 (Act No. 47 of 2013)

LEGISLATION

Employment Equity Regulations

Municipal Staffing

TAXATION LEGISLATION AND REGULATIONS

Income Tax Act

Value – Added Tax Act, (Act No. 89 of 1991)

OTHER LEGISLATION AND REGULATIONS

National Small Business Act, 1996 (Act No. 102 of 1996)

Co-operatives Act, 2005 (Act No.14 of 2005)

Hazardous Substance Act, 1973 (Act No. 15 of 1973)

Public Audit Amendment Act, 2018 (Act No. 5 of 2018)

POLICY/GUIDELINES/CODES

Code of Good Practice for employment and conditions of work for Special Public Works Programmes

Guidelines for the Implementation of Labour Intense Infrastructure Projects under the expanded Public Works Programme, 3rd Edition 2015

Generally Recognised Accounting Practices

Generally Accepted Compliance Practises Framework

LEGISLATION

King IV Code on Corporate Governance

National Treasury Public Sector Risk Management Framework

3 GOVERNANCE AND OVERSIGHT



3.1 Board Members

The Joburg Tourism Company is governed by a Board of Directors appointed by the Executive Mayor. A new Board was appointed after the election of the Government of Local Unity on 1 March 2023.

The Board of Directors of the JTC is ultimately accountable and responsible for the performance and affairs of the Entity and regards good corporate governance as pivotal to the success of its business, stakeholder relations and the ability of the Entity to deliver on its social responsibility obligations. The Board of Directors fully subscribe to the principles of good corporate governance and regards these as fundamentally important to the business success and sustainability of the company. These include the King IV principles.

JTC applies a combined assurance model, which seeks to optimise the assurance obtained from management, internal and external assurance providers while fostering a strong ethical climate and mechanisms to ensure compliance. The Board, through the Audit and Risk Committee, is ultimately accountable for the system of internal controls, designed to identify, evaluate, manage and provide reasonable assurance against material misstatement and loss.

JTC has an independent Internal Audit Unit, which reports functionally to the Audit and Risk Committee of the Board and administratively to the Chief Executive Officer. The Unit carries out its functions in accordance with approved Internal Audit Plan.

In addition to CEO's responsibilities as an accounting officer, the CEO is administratively responsible for the following functions:

- **Internal Audit**

The internal audit function also submits reports to the Audit and Risk Committee of the Board of Directors. As part of its ongoing campaign to ensure compliance, regular audits are conducted and reviews undertaken to support the JTC in its quest to adhere to legal and legislative compliance.

- **Company Secretariat**

The Company secretarial service supports the functions of the Board and disseminates reports to the CoJ. The function also arranges all meetings of the executive and provides support

services in this regard. It further performance function in compliance to the companies act and related corporate governance provisions. The function also supports the effort to comply with the principles of the King IV™ Code on corporate governance.

- **Monitoring and Evaluation**

In following the approved central CoJ Performance Management System which is also in compliance with the provisions of the Municipal Finance Management Act (MFMA) the function resides with the office of the CEO.

The Board has a responsibility for the governance of risk, through formal processes which includes the system and process of risk management as stated in the King IV™ Code reports. In conjunction with Board, JTC has adopted a formal process on risk management, with quarterly reporting to Board and the COJ Group Risk Assurance. Performance Management is monitored by the Board through its committee systems and forms part of key strategic planning sessions.

3.1.1 Board Members

On 1 March 2023, the shareholder appointed a new Board of Directors for the entity.

Table 2: JTC Board of Directors – 1 March 2023

NO.	NAME	ROLE	APPOINTED
(i)	Gugu Bridgette Sithole	Chairperson of the Board of Directors	01 March 2023
(ii)	Katlego Bogatsu	Non-Executive Director	01 March 2023
(iii)	Dikeledi Portia Mabusela	Non-Executive Director	01 March 2023
(iv)	Palesa Ramafikeng	Non-Executive Director	01 March 2023
(v)	Josiah Shimane Mphefo	Non-Executive Director	01 March 2023
(vi)	Sifiso Mzolo	Non-Executive Director	01 March 2023
(vii)	Rirhandzo Lovemore Ribombo	Non-Executive Director	01 March 2023

NO.	NAME	ROLE	APPOINTED
(viii)	Khomotso Robina Pheeha	Non-Executive Director	01 March 2023
(ix)	Ayesha Seedat	Non-Executive Director	01 March 2023
(x)	Bernadette Mzobe Khumalo	Non-Executive Director	01 March 2023
(xi)	Sydney Johannes Monaise	Non-Executive Director	01 March 2023

3.1.2 Board Committees

The Johannesburg Tourism Company constituted Board Committees with regard to the skills, expertise and experience of members apropos the respective Committees' mandates. Where appropriate or necessary, independent external professionals with relevant skills and expertise may be co-opted as permanent members of the Committees to assist or bolster the Committees where there is a shortage of such skills or expertise. Such co-opted professionals shall have the status of invitees to the Committee, shall not form part of the quorum for meetings and shall have no voting rights.

The Board has established three (3) committees, and these are:

-  Audit and Risk Committee
-  Remuneration, Social, Ethics, Transformation Committee
-  Tourism Service Delivery Committee

The tables below refer to the three Board Committee compositions. The following explains their roles:

-  C = Chairperson
-  M = Member

Table 3: JTC Board committee compositions (Non-executive directors)

Member	ARC (5)	REMSET (5)	TOURISM BUSINESS (5)
(i) Gugu Sithole (Chairperson)			M
(ii) Kathlego Bogatsu			M
(iii) Dikeledi Mabusela		M	
(iv) Palesa Ramafikeng	M		
(v) Josia Mphefo			C
(vi) Sifiso Mzolo			M
(vii) Rirhandzo Ribombo		M	
(viii) Khomotso Pheeha			M
(ix) Aeysha Seedat		M	
(x) Bernadette Mzobe		M	
(xi) Sydney Monaise		C	

Table 4: JTC ARC – Independent Audit Committee Members

Member	ARC (5)
(i) Vusumuzi Zwane	M
(ii) Tsundzukani Mulamula	M
(iii) Leslie Kwapeng	M
(iv) Nontethelelo Mbhense	C

The ARC also includes a non-executive director from the Board. Refer to table above.

The Audit and Risk Committee (ARC) is hereby constituted as a statutory committee of the Company in respect of its statutory duties in terms of Section 94 of the Companies Act and

Section 166 of the MFMA, King IV™ and the CoJ Policy on the Governance of Board of Directors and Independent Audit Committee Members of Municipal Entities and as a committee of the Board in respect of all other duties assigned to it by the Board

The Committee has an independent advisory role with accountability to both the Board and the Shareholder. The Committee does not assume the functions of management, which remains the responsibility of the executive directors, prescribed officers and other members of management but will have the following responsibilities:

The Remuneration, Social, Ethics and Transformation (REMSET) Committee is responsible for the development and implementation of the Business Code of Conduct and Ethics and any other policies necessary to ensure the JTC's image and reputation are protected through the proper conduct of all persons involved in or associated with the JTC. Development of human capital strategy that links the core business of the Company to its present and future human resource choices. Recommend the development, review and consideration of policy measures aligned to the human capital strategy.

Tourism Business Committee ("TBC") is a committee of the Board of Directors established with the role of guiding and assisting the Board of Directors to exercise its oversight role of ensuring that the JTC strategy fits into the thrust of the SDA; directing and guiding the Company in respect of strategy and policy formulation, implementation, monitoring and evaluation; guiding the Company on alignment of resources in relation to implementation of approved strategies.

3.1.3 Board Meetings

JTC Board meetings will comply with the requirements of the Companies Act and the City. Approval for meetings other than the ordinary board meetings will have to be sought from the shareholder.

The Board will meet at least six times approximately in each financial year and may convene additional meetings as and when necessary in line with the Group Shareholder Policy. In

addition to the rules of procedure set out in the Board Charter, meetings and proceedings of the Board will be governed by the MOI of the Entity and the Group Shareholder Policy. The quorum necessary for the transaction of business shall be 50% + 1 member of the Board.

In the absence of the Chairperson of the Board the meeting shall be chaired by any other Non-executive Director appointed by the majority vote of those Directors present at a duly convened meeting. From time to time, the Non-executive Directors of the Board shall meet with the Company Secretary without any members of Executive Management being present.

3.2 Executive Director Appointments

The Chief Executive Officer and Chief Financial Officer were appointed on 1 October 2023 and 1 November 2023 respectively.

Table 5: Executive Appointments

NO.	NAME	STATUS	NAME	APPOINTED	RESIGNATION
(i)	Chief Executive Officer	Filled	Thandubuhle Mgudlwa	1 October 2023	n/a
(ii)	Chief Financial Officer	Filled	Nselelo Nxasana	1 November 2023	n/a

An aerial photograph of a city during sunset. In the foreground, a multi-lane road with several cars and a white van runs horizontally. To the right, a tall, modern building with a large portrait of a man on its facade stands prominently. The middle ground is dominated by a vast railway yard filled with hundreds of grey passenger train coaches, organized in neat rows. A cable-stayed bridge with white pylons and cables spans across the upper part of the yard. The background shows a dense urban landscape with various buildings and a hazy horizon under a sky with soft orange and pink clouds.

4 MANAGEMENT AND ORGANISATIONAL STRUCTURES

4.1 Overview

The entity, comprises the following support and frontline functions:

- ✚ Office of the Chief Executive Officer
- ✚ Finance Services
- ✚ Corporate Services
- ✚ Convention and Visitor Services Bureau
- ✚ Tourism Strategic Services
- ✚ Destination Marketing and Events

4.2 High Level Organisational Design

The Council delegates authority in terms of section 59 of the Municipal Structures Act the approval the organogram and staff establishment to the City Manager and then to Executive Mayor in terms of section 56 of the Municipal Systems Act.

The figure below reflects the JTC high-level organogram of the approved JTC structure. Stall from DED have been placed in positions within the JTC structure. Grading of the job descriptions is underway.

The JTC high level structure consists of four (4) departments that report to the Chief Executive Officer. The departments are:

- ✚ Finance Services
- ✚ Corporate Services
- ✚ Tourism Strategic Services (Tourism Development, Convention Bureau and Visitor Services)
- ✚ Destination Marketing and Events
- ✚ These include strategic support functions located in the Office of the CEO.

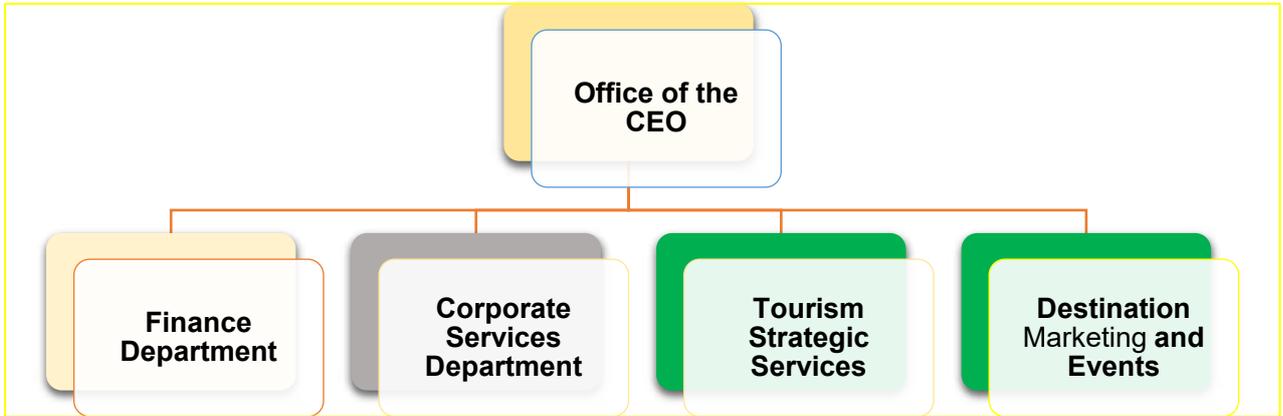


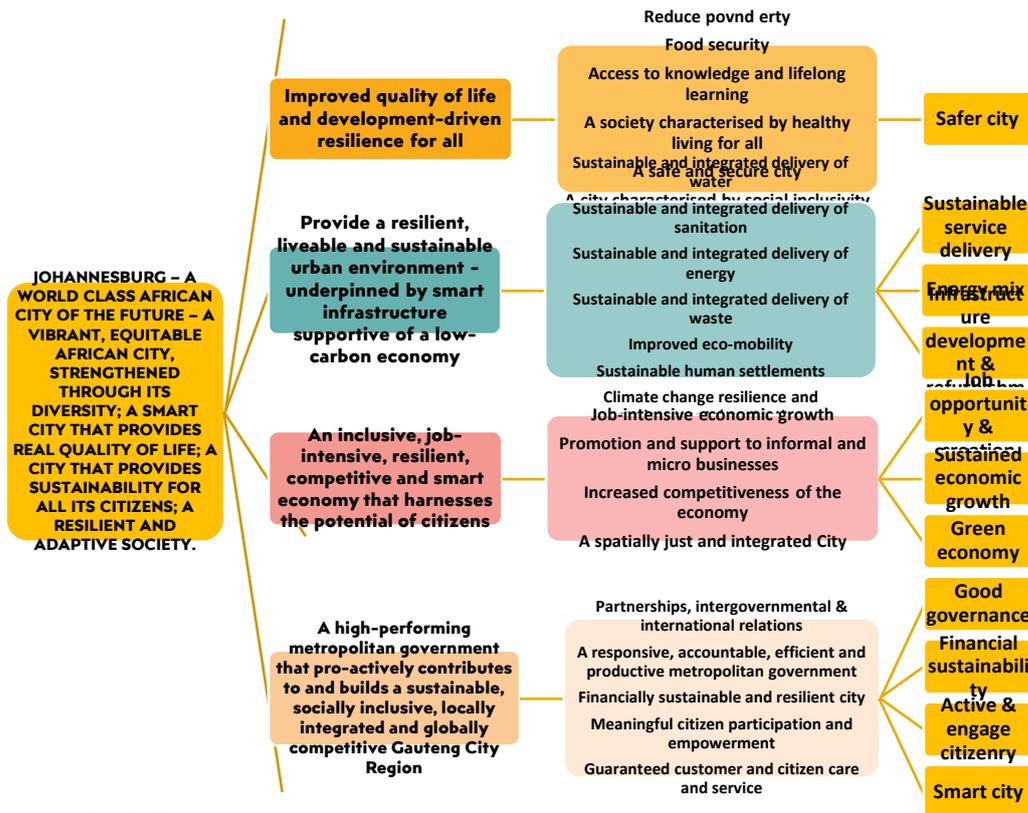
Figure 1: JTC High Level Organogram

A rooftop lounge area at night, featuring a wooden deck, a large sectional sofa with light-colored cushions, and a central fire pit. The background shows a city skyline with lights and a prominent tower under a twilight sky.

**5 MAYORAL TOP PRIORITIES:
CHANGING THE STATUS QUO**

5.1 City Strategic Roadmap

The figure below represents the GDS outcomes and priorities as agreed by the GLU administration.



5-year IDP | IDP Review SDBI P |

Figure 2: GDS Outcomes and Mayoral Strategic Priorities

5.2 GDS Outcomes and Outputs and Roadmap

In terms of the outcomes-based planning approach JTC’s planning and programmes aligns directly to outcome number 3, relating to job creation and building a competitive economy.

Table 6: GDS Outcomes

GDS OUTCOMES	GDS OUTPUTS
(1) Improved quality of life and development-driven resilience for all.	<ul style="list-style-type: none"> (1) Reduce poverty and increase productivity (2) Food security that is both improved and safeguarded (3) Access to knowledge and lifelong learning (4) A society characterised by healthy living for all (5) A safe and secure city (6) A city characterised by social inclusivity and enhanced social cohesion
(2) Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy	<ul style="list-style-type: none"> (1) Sustainable and integrated delivery of water (2) Sustainable and integrated delivery of sanitation (3) Sustainable and integrated delivery of energy (4) Sustainable and integrated delivery of waste (5) Improved eco-mobility (6) Sustainable human settlements (7) Climate change resilience and environmental protection
(3) An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens	<ul style="list-style-type: none"> (1) Job-intensive economic growth (2) Promotion and support to informal and micro businesses (3) Increased competitiveness of the economy (4) A 'Smart' City of Johannesburg, that is able to deliver quality services to citizens in an efficient and reliable manner (cross cutting output)
(4) A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally	<ul style="list-style-type: none"> (1) Partnerships, intergovernmental & international relations (2) A responsive, accountable, efficient and productive metropolitan government (3) Financially sustainable and resilient city (4) Meaningful citizen participation and empowerment (5) Guaranteed customer and citizen care and service

GDS OUTCOMES	GDS OUTPUTS
competitive Gauteng City Region	

Accordingly, the following 11 Mayoral Priorities were determined by the Government of Local Unity (GLU):

Table 7: Mayoral Priorities

PRIORITY	PRIORITY
Priority 1: Good Governance	Priority 7: Safer City
Priority 2: Financial Sustainability	Priority 8: Active Engaged Citizenry
Priority 3: Energy Mix	Priority 9: Sustained Economic Growth
Priority 4: Sustainable Service Delivery	Priority 10: Green Economy
Priority 5: Infrastructure Development & Refurbishment	Priority 11: Smart City
Priority 6: Job Opportunity and Creation	

The following organising principles drive business planning in the Johannesburg Tourism Company:

- Business planning is the process through which JTC responds to the City’s plans and priorities/programmes and translate these into a 12-month operational programme.
- This is primarily an operationally focused planning tool informed strategically by the IDP and GDS (NDP, GGT 2030).
- It is also informed by the inputs of communities, political priorities, as well as the emerging issues from other spheres of government (ward planning concept).
- It is characterised by measurable indicators and programmes informed by the IDP review.

- This business plan therefore is the link between the strategic and other high level business drivers and concretizes these into structured initiatives or projects. These, if successfully implemented, will achieve the strategic objectives set for the planning period.

The business plan informs the JTC budget as it defines the projects, which when accurately costed and consolidated with standard recurring expenditure and revenue will constitute the budget. In addition to giving operational effect to the period of strategy, the business plans will the operations of the JTC.

5.3 Alignment of Mayoral Priorities

Tourism as a critical sector contributes directly to Priority 9: Sustained Economic Growth of the GLU Priorities. It also contributes indirectly to other priorities. The importance of tourism as key economic sector supports these priorities. This alignment is contained in JTC key objectives as listed below:

- (i) To position the Johannesburg as a business and lifestyle destination on a global scale.
- (ii) To promote Johannesburg as a destination of business opportunities, lifestyle and entertainment.
- (iii) To improve destination performance by increasing number of visitors coming to Johannesburg.
- (iv) To enhance attractiveness of Johannesburg as a destination and diversify its offering base through extensive tourism development.
- (v) To enhance the City's competitiveness through constant innovation, upgrades and expansion of product offerings.
- (vi) To ensure sustainable financial performance and growth.
- (vii) To enhance customer service, stakeholder engagement and increased communication effectiveness.
- (viii) To provide business enablement through technology.

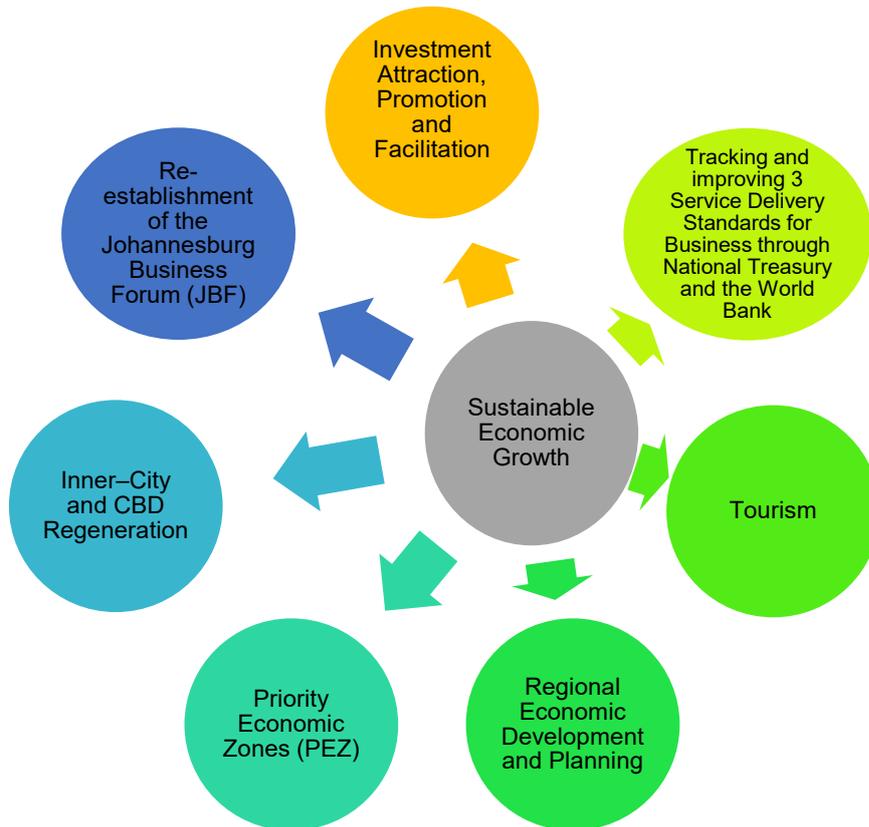
5.4 JTC Key Performance Areas (KPA)

- ✚ **Mayoral Priority 6: Job Opportunity and Creation**

- ✚ **Mayoral Priority 9:** Sustained Economic Growth (Tourism is one of the key strategic interventions of this mayoral priority – see figure below).
- ✚ **Strategic Intervention for the City:** Promotion of business and leisure tourism as important job creators.

Key Performance Areas (KPA's)

- ✚ Increase in number tourists coming into Johannesburg.
- ✚ Enhance tourism supply through development of new niches



6 SITUATIONAL ANALYSIS



6.1 Tourism Situational Analysis in Johannesburg

Tourism can be defined as the non-commercial organisation plus operation of vacations and visits to a place of interest. Whether you visit a relative or friend, travel for business purposes, go on holiday or on medical and religious trips - these are all included in tourism.

6.1.1 Trips by Purpose of Trips

As defined by the United Nations World Tourism Organisation (UN WTO), a trip refers to travel, by a person, from the time they leave their usual residence until they return to that residence. This is usually referred to as a round trip. S&P Global likes to narrow this definition down to overnight trips only, and only those made by adult visitors (over 18 years). Also note that the number of "person" trips are measured, not household or "party trips".

The main purpose for an overnight trip is grouped into these categories:

- Leisure / Holiday
- Business
- Visits to friends and relatives
- Other (Medical, Religious, etc.)

Year	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2012	1,250,000	633,000	3,260,000	388,000	5,530,000
2013	1,210,000	609,000	3,280,000	367,000	5,470,000
2014	1,150,000	573,000	3,220,000	343,000	5,290,000
2015	1,030,000	535,000	3,010,000	327,000	4,890,000
2016	1,010,000	544,000	2,880,000	344,000	4,770,000
2017	1,030,000	510,000	2,750,000	346,000	4,640,000
2018	1,050,000	466,000	2,580,000	327,000	4,430,000
2019	953,000	438,000	2,310,000	298,000	4,000,000
2020	628,000	277,000	1,510,000	171,000	2,590,000
2021	564,000	273,000	1,250,000	151,000	2,240,000
2022	735,000	392,000	1,470,000	231,000	2,820,000
Average Annual growth					
2012-2022	-5.14%	-4.67%	-7.70%	-5.07%	-6.50%

TABLE 1. Figure 3: Number of trips by purpose of trips - City of Johannesburg Metropolitan Municipality, 2012-2022 [Number Percentage]

Source: South Africa Regional eXplorer v2423.
Data compiled on 10 Oct 2023.
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In City of Johannesburg Metropolitan Municipality, the Business, relative to the other tourism, recorded the highest average annual growth rate from 2012 (633 000) to 2022 (392 000) at -4.67%. Visits to friends and relatives recorded the highest number of visits in 2022 at 1.47 million, with an average annual growth rate of -7.70%. The tourism type that recorded the lowest growth was Visits to friends and relatives tourism with an average annual growth rate of -7.70% from 2012 (3.26 million) to 2022 (1.47 million).

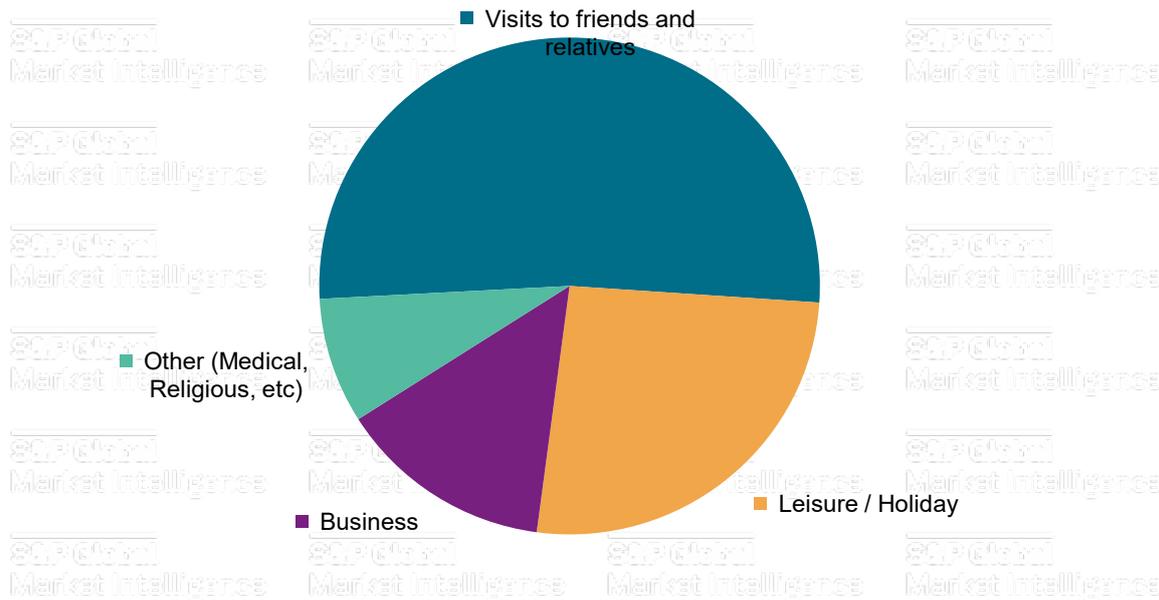


Figure 4 Trips by purpose of trip - City of Johannesburg Metropolitan Municipality, 2022 [Percentage]

Source: South Africa Regional eXplorer v2423.
Data compiled on 10 Oct 2023.
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The Visits to friends and relatives at 51.90% has largest share the total tourism within City of Johannesburg Metropolitan Municipality. Leisure / Holiday tourism had the second highest share at 26.03%, followed by Business tourism at 13.89% and the Other (Medical, Religious,

etc) tourism with the smallest share of 8.18% of the total tourism within City of Johannesburg Metropolitan Municipality.

6.1.2 Origin of Tourists

In the following table, the number of tourists that visited City of Johannesburg Metropolitan Municipality from both domestic origins, as well as those coming from international places, are listed.

Years	Domestic tourists	International tourists	Total tourists
2012	4,200,000	1,330,000	5,530,000
2013	4,120,000	1,360,000	5,470,000
2014	3,930,000	1,360,000	5,290,000
2015	3,660,000	1,230,000	4,890,000
2016	3,410,000	1,370,000	4,770,000
2017	3,270,000	1,380,000	4,640,000
2018	3,030,000	1,390,000	4,430,000
2019	2,650,000	1,350,000	4,000,000
2020	2,150,000	444,000	2,590,000
2021	1,910,000	332,000	2,240,000
2022	2,040,000	780,000	2,820,000
Average Annual growth			
2012-2022	-6.95%	-5.21%	-6.50%

TFigure 5 total number of trips by origin tourists - City of Johannesburg Metropolitan Municipality, 2012-2022 [Number]

Source: South Africa Regional eXplorer v2423.
 Data compiled on 10 Oct 2023.
 © 2023 S&P Global.

The number of trips by tourists visiting City of Johannesburg Metropolitan Municipality from other regions in South Africa has decreased at an average annual rate of -6.95% from 2012 (4.2 million) to 2022 (2.04 million). The tourists visiting from other countries decreased at an average annual growth rate of -5.21% (from 1.33 million in 2012 to 780 000). International tourists constitute 27.60% of the total number of trips, with domestic tourism representing the balance of 72.40%.

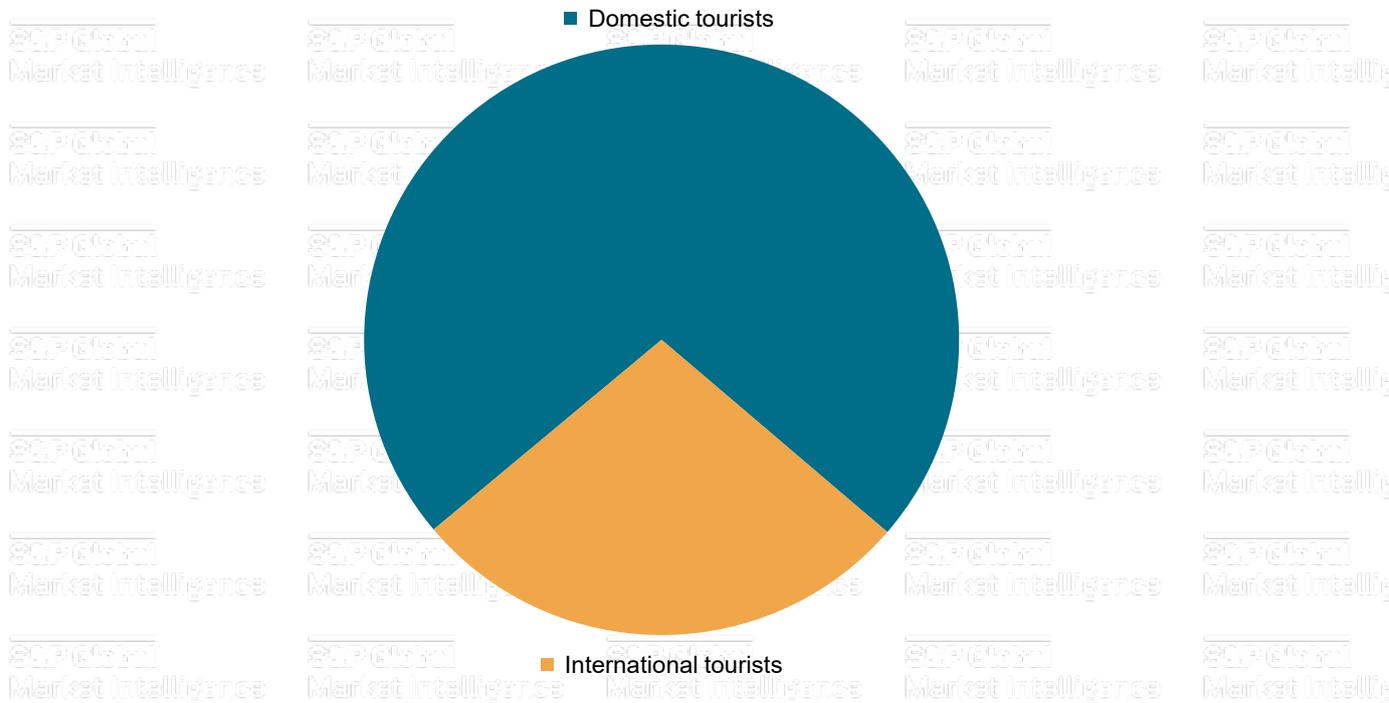


Figure 6: Tourists by origin - City of Johannesburg Metropolitan Municipality, 2022
[Percentage]

Source: South Africa Regional eXplorer v2423.
Data compiled on 10 Oct 2023.
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6.1.3 Bed Nights by Origin of Tourist

A bed night is the tourism industry measurement of one night away from home on a single person trip. The following is a summary of the number of bed nights spent by domestic and international tourist within City of Johannesburg Metropolitan Municipality between 2012 and 2022.

	Domestic tourists	International tourists	Total tourists
2012	14,100,000	10,000,000	24,200,000
2013	13,800,000	10,600,000	24,400,000
2014	13,300,000	11,500,000	24,700,000
2015	12,500,000	11,400,000	23,900,000
2016	10,100,000	14,100,000	24,300,000

2017	8,230,000	16,000,000	24,200,000
2018	6,040,000	15,000,000	21,000,000
2019	3,910,000	12,900,000	16,800,000
2020	2,120,000	3,750,000	5,870,000
2021	1,700,000	2,690,000	4,400,000
2022	1,780,000	6,840,000	8,620,000
Average Annual growth			
2012-2022	-18.72%	-3.74%	-9.79%

Table 8: Bednights by origin of tourist - City of Johannesburg Metropolitan Municipality, 2012-2022 [Number]

Source: South Africa Regional eXplorer v2423.
 Data compiled on 10 Oct 2023.
 © 2023 S&P Global.

From 2012 to 2022, the number of bed nights spent by domestic tourists has decreased at an average annual rate of -18.72%, while in the same period the international tourists had an average annual decrease of -3.74%. The total number of bed nights spent by tourists decreased at an average annual growth rate of -9.79% from 24.2 million in 2012 to 8.62 million in 2022.

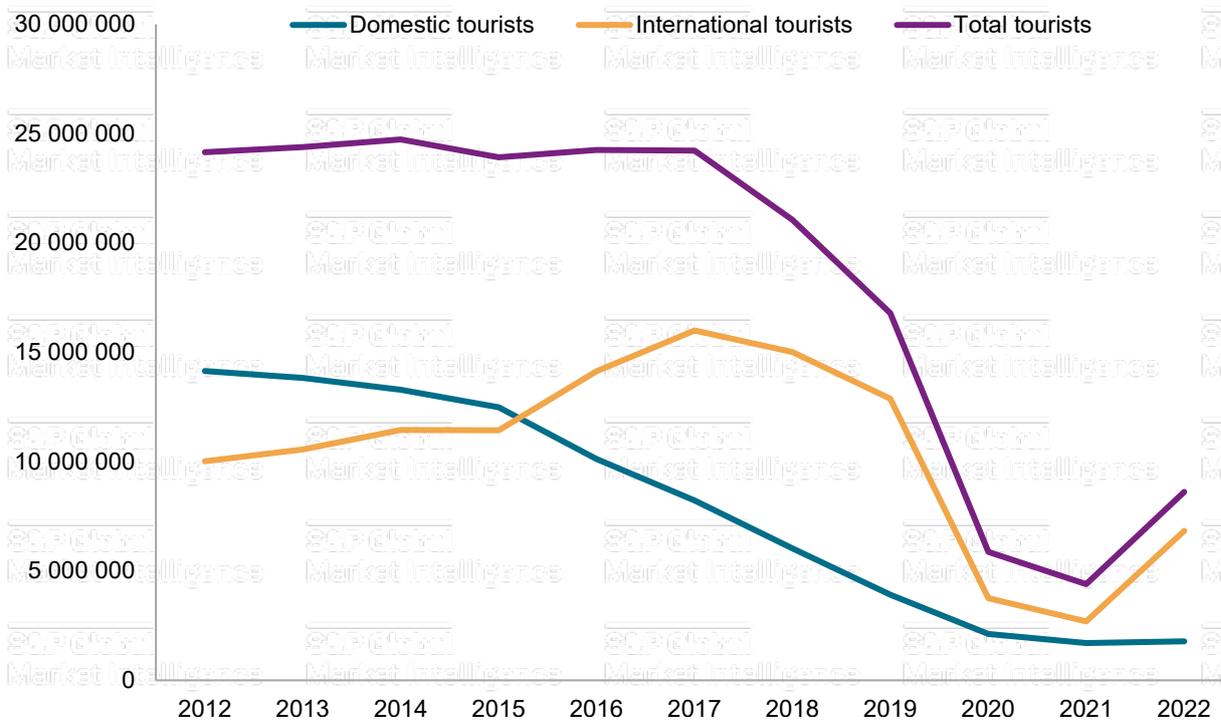


Figure 7 Growth in tourism (using bednights) by origin - City of Johannesburg Metropolitan Municipality, 2012-2022 [Number]

Source: South Africa Regional eXplorer v2423.
Data compiled on 10 Oct 2023.
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From 2012 to 2022 the number of bed nights spent by international tourists overtook the number of bed nights spent by domestic tourists. This is as a result of negative growth in the domestic tourists compared to the positive growth seen in the number of bed nights spent by international tourists in City of Johannesburg Metropolitan Municipality.

6.1.4 Tourism Spending

In their Tourism Satellite Account, StatsSA defines tourism spending as all expenditure by visitors for their trip to the particular region. This excludes capital expenditure as well as the shopping expenditure of traders (called shuttle trade). The amounts are presented in current prices, meaning that inflation has not been taken into account.

It is important to note that this type of spending differs from the concept of contribution to GDP. Tourism spending merely represents a nominal spend of trips made to each region.

Years	City of Johannesburg	Gauteng	National Total
2012	34.0	76.7	229.8
2013	37.2	84.1	253.3
2014	40.5	91.7	275.4
2015	36.8	84.3	253.9
2016	39.7	91.2	277.6
2017	37.8	87.4	264.0
2018	41.5	95.8	293.2
2019	55.6	127.6	407.4
2020	31.5	72.1	240.1
2021	37.4	86.9	288.7
2022	45.3	104.2	346.1
Average Annual growth			
2012-2022	2.90%	3.11%	4.18%

Table 9 Total tourism spending - City of Johannesburg, Gauteng and National Total, 2012-2022 [R billions, Current Prices]

Source: South Africa Regional eXplorer v2423.
 Data compiled on 10 Oct 2023.
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City of Johannesburg Metropolitan Municipality had a total tourism spending of R 45.3 billion in 2022 with an average annual growth rate of 2.9% since 2012 (R 34 billion). Gauteng Province had a total tourism spending of R 104 billion in 2022 and an average annual growth rate of 3.1% over the period. Total tourism spending in South Africa increased from R 230 billion in 2012 to R 346 billion in 2022 at an average annual rate of 4.2%.

Tourism Spend per Resident Capita Another interesting topic to look at is tourism spending per resident capita. To calculate this, the total amount of tourism spending in the region is divided by the number of residents living within that region. This gives a relative indication of how important tourism is for a particular area.

	2012	2017	2022
City of Johannesburg	R 7,641	R 7,421	R 8,004
Ekurhuleni	R 5,341	R 5,891	R 6,047
City of Tshwane	R 6,918	R 6,794	R 7,371
Sedibeng	R 2,559	R 2,436	R 3,000
West Rand	R 3,367	R 3,734	R 4,866

Table 10: Tourism spend per resident capita - City of Johannesburg Metropolitan Municipality and the rest of Gauteng, 2012,2017 and 2022 [R Thousands]

Source: South Africa Regional eXplorer v2423.
 Data compiled on 10 Oct 2023.
 © 2023 S&P Global.

In 2022, City of Johannesburg Metropolitan Municipality had a tourism spend per capita of R 8,000 and an average annual growth rate of 0.47%, City of Johannesburg Metropolitan Municipality ranked highest amongst all the regions within Gauteng in terms of tourism spend per capita. The metropolitan municipality that ranked lowest in terms of tourism spend per capita is Sedibeng with a total of R 3,000 which reflects an increase at an average annual rate of 1.60% from 2012.

6.1.5 Tourism Spend as a Share of GDP

This measure presents tourism spending as a percentage of the GDP of a region. It provides a gauge of how important tourism is to the local economy. An important note about this variable is that it does not reflect what is spent in the tourism industry of that region, but only what is spent by tourists visiting that region as their main destination.

	City of Johannesburg	Gauteng	National Total
2012	6.5%	6.4%	6.4%
2013	6.6%	6.4%	6.5%
2014	6.6%	6.5%	6.7%
2015	5.7%	5.6%	5.7%
2016	5.7%	5.6%	5.8%
2017	5.1%	5.1%	5.2%
2018	5.2%	5.3%	5.5%
2019	6.7%	6.7%	7.2%
2020	3.9%	3.8%	4.3%

2021	4.2%	4.2%	4.7%
2022	4.7%	4.7%	5.2%

Table 11: Total spending as % share of GDP - City of Johannesburg, Gauteng and National Total, 2012-2022 [Percentage]

Source: South Africa Regional eXplorer v2423.
 Data compiled on 10 Oct 2023.
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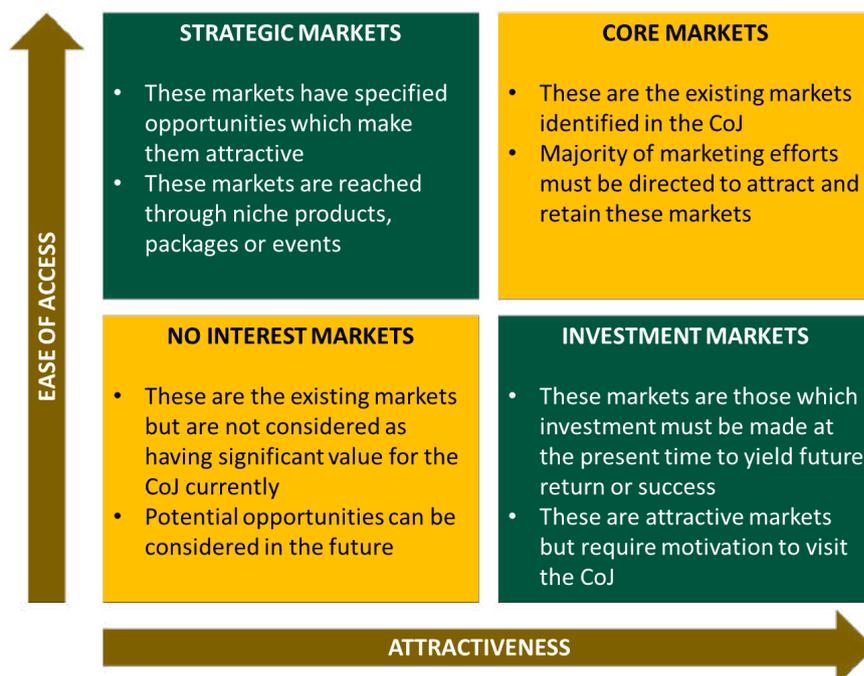
In City of Johannesburg Metropolitan Municipality the tourism spending as a percentage of GDP in 2022 was 4.68%. Tourism spending as a percentage of GDP for 2022 was 4.67% in Gauteng Province, 5.22% in South Africa.

6.2 Strategic Marketing Initiatives

Targeting key markets is most effective when using the right message, through the right channels and at the right time. The main target market in the Johannesburg is the business- and leisure traveller. The Johannesburg has significant potential to target this identified audience but can also broaden their target markets to heritage and culture, medical, tourism real estate, events and lifestyle and sport visitor markets.

The figure provided below illustrates the intended market profiling requirements for Johannesburg.

Figure 8: Strategic marketing initiatives



Source: Urban-Econ, 2019

The target market portfolio for the Johannesburg as segmented in the four main categories indicated in the figure above. This defines the identified target market, the messaging and the main channels that will be used to reach each of the identified markets. It further elaborates on the priority core markets that have been identified for the city. Underpinning these main categories is the following key source markets for Johannesburg in the global market share.

The table below identifies the international (long-haul) target markets for Johannesburg. These markets have great spending power and mainly spend on tourist-related activities when visiting the Johannesburg.

International Target Markets

Key Source Markets	Segment	Purpose	Marketing intention
Key Source Markets			
USA 	The average length of stay 14.7 days Average spend R19,581	Natural Attractions, Cultural and Heritage, Social	Maintain segment
UK 	The average length of stay 14.9 days Average spend R18,891	Shopping, Social, Natural Attractions	Maintain segment
German 	The average length of stay 18.9 days Average spend R19,149	Social, Cultural and Heritage, Natural Attractions	Maintain and grow the segment
Emerging Markets			
France 	The average length of stay 18.7 days Average spend R17,435	Social, Cultural and Heritage, Natural Attractions	Maintain and grow the segment
India	The average length of stay 27 days Average spend R16,963	Shopping, Social, Cultural and Heritage, Natural Attractions	Grow segment

Key Source Markets	Segment	Purpose	Marketing intention
 	<p>The average length of stay 18.2 days Average spend R16,686</p>	Leisure, Business travel and MICE	Develop segment

The European and American markets are largely leisure-based and are more interested in the natural and cultural beauty of South Africa rather than its urban living and modern infrastructure. Many visitors to the city only use it as a secondary destination and do not stay the full period of their holiday. The main attractions visited by these markets relate to major struggle icons such as Nelson Mandela, Desmond Tutu, Gandhi and the cultural heritage of South Africa’s people. Thereafter, they travel to more natural-based areas.

The Asian markets travel for business and social purposes, focusing more on the modern attractions of South Africa, which makes the Johannesburg an ideal destination in terms of shopping, business and social activities. These markets are also more likely to stay longer in the Johannesburg as their primary destination. The international long-haul markets are highly valued and spend more time partaking in tourism-related activities. Therefore, Johannesburg needs to invest in these markets to motivate prolonged stays, increased spending and return visits.

Regional Target Markets

These travellers do not necessarily visit Johannesburg for leisure purposes and are more likely visiting for business or other reasons such as shopping or medical care. The following table identifies the regional target markets for the city:

Key Source Markets	Segment	Purpose	Marketing intention
Mozambique	<p>The average length of stay 13.6 days Average spend R3,527</p>	VFR, Shopping, Social, Nightlife, Heritage and Cultural	Maintain segment

Key Source Markets	Segment	Purpose	Marketing intention
 Lesotho	The average length of stay 13.1 days Average spend R2,507	VFR, Shopping, Social	Maintain segment
 Zimbabwe	The average length of stay 4.9 days Average spend R11,275	VFR, Business, Shopping, Social	Maintain and grow the segment
Emerging			
 Nigeria	The average length of stay 23.3 days Average spend R21,163	MICE, VFR, Holiday, Social, Shopping, Night Life, Natural Attractions	Grow segment
 Kenya	The average length of stay 17.1 days Average spend R12,797	MICE, VFR, Holiday, Social, Shopping, Night Life, Natural Attractions	Develop segment
 Other SADC	The average length of stay 10.7 days Average spend R11,121	VFR, Business, Shopping, Social, others	Investigate segment

6.3 SWOT Analysis

The table below contains the SWOT analysis that informed the JTC 2024/25 Business Plan.

	Strength	Weakness	Opportunity	Threat
Technology/ICT	<ul style="list-style-type: none"> ➤ Connectivity ➤ General Accessibility 	<ul style="list-style-type: none"> ➤ Coverage at tourism hubs (Wi-Fi) 	<ul style="list-style-type: none"> ➤ Mobile VICs ➤ Partnerships with events ➤ Capitalise on technology as a marketing platform ➤ Capitalise on being an “early adopter” of latest technology ➤ Harness the power of social influencers—bloggers, vloggers, and other online personalities 	<ul style="list-style-type: none"> ➤ Lack of infrastructure ➤ Increased data costs
Safety and Security	<ul style="list-style-type: none"> ➤ None 	<ul style="list-style-type: none"> ➤ Perception of being an unsafe destination ➤ Decline in confidence from product owners 	<ul style="list-style-type: none"> ➤ Safety and Awareness campaigns ➤ Visible policing ➤ Tourist Police at tourism hubs ➤ Job Creation 	<ul style="list-style-type: none"> ➤ Increased Crime ➤ Decline in tourist numbers ➤ Shorter LOS
Infrastructure	<ul style="list-style-type: none"> ➤ Strong existing infrastructure base 	<ul style="list-style-type: none"> ➤ Dilapidated ➤ Lack of Maintenance 	<ul style="list-style-type: none"> ➤ Revitalise tourism infrastructure ➤ Remodel old building to serve a new functional purpose ➤ Create and enabling environment for tourism to flourish 	<ul style="list-style-type: none"> ➤ Safety hazard to residents & Tourists ➤ Infrastructure backlogs
	Strength	Weakness	Opportunity	Threat
Visitor experience	<ul style="list-style-type: none"> ➤ Variety of offerings ➤ All-in-one experience 	<ul style="list-style-type: none"> ➤ Lack of aesthetic appeal/cleanliness ➤ Lack of adequate service provision ➤ Language barriers- tour guides 	<ul style="list-style-type: none"> ➤ Invest in product developments that are visually appealing, weird and wonderful structures/murals/gardens. Millennials want to capture that perfect photo for social media 	<ul style="list-style-type: none"> ➤ Safety and Security ➤ Overcrowding

	Strength	Weakness	Opportunity	Threat
Institutional Arrangements	<ul style="list-style-type: none"> ➤ HR Frameworks and Structures are there 	<ul style="list-style-type: none"> ➤ Capacity & Skills ➤ No clarity on roles & responsibilities 	<ul style="list-style-type: none"> ➤ Training and Skills development ➤ Restructure institutional frameworks to increase effective functioning 	<ul style="list-style-type: none"> ➤ Lack of Implementation ➤ Communication problems
Sustainability	<ul style="list-style-type: none"> ➤ Policy Environment 	<ul style="list-style-type: none"> ➤ Lack of Awareness 	<ul style="list-style-type: none"> ➤ Encourage and Implement green Initiatives- energy saving/green infrastructure etc. ➤ Effective Planning & Implementation 	<ul style="list-style-type: none"> ➤ Urbanisation

6.4 PESTEL

PESTEL refers to analysis of Political, Economic, Social-Cultural, Technology, Environmental and Legal factors. Environmental scanning has been conducted through taking into account a number of attributing factors within certain aspects covered in the tourism strategy. The tourism environment is affected by the macro-environment factors such as political (and legal) forces, economic forces, socio-cultural forces and technological forces which are highlighted as follows:

Table 12: PESTEL Analysis

Area	Analysis
<p>Political Factors (Legal)</p>	<ul style="list-style-type: none"> ✚ Executive Mayor and or the MMC of the Economic Development Portfolio must be involved and participate in tourism activities to achieve goodwill. Participation should also include engaging tourism organised business for cooperation and collaboration in recognition of the City’s approach to tourism. ✚ The political leadership to establish a safe and stable political and economic environment for tourism to flourish in cities.
<p>Economic Factors</p>	<ul style="list-style-type: none"> ✚ Transformation in the tourism sector to grow an inclusive and sustainable tourism economy through: <ul style="list-style-type: none"> ✓ Good corporate and cooperative governance ✓ Strategic partnerships and collaboration ✓ Innovation and knowledge management ✓ Effective stakeholder communications ✚ City of Johannesburg had a total tourism spending of R 39.7 billion in 2021 with an average annual growth rate of 2.3% since 2011 (R 31.7 billion).
<p>Social Factors</p>	<ul style="list-style-type: none"> ✚ Tourist safety plays a very important role in the visitor experience and also in the establishment of a destination’s image. Destinations should create safe and clean environments in which tourists can move. Should a destination be branded as unsafe due to high levels of crime, tourism will certainly be negatively affected. ✚ These instructions are very important as to maintain standards of providing a clean and safe natural landscape where residents and tourists can spend quality time. This also contributes towards the sustainability of the sites and the implementation of responsible tourism initiatives. ✚ Preservation of diverse cultures and restore dignity of host the city as a host destination.

Area	Analysis
<p>Technological Factors</p>	<ul style="list-style-type: none"> <li data-bbox="531 517 1398 546">✚ Cross-cultural exchange experiences and improved livelihoods. <li data-bbox="531 584 1437 712">✚ The technological age that we live in demands that the CoJ remain updated with technology advancements, especially those that facilitate tourism and travel through better access to information. <li data-bbox="531 734 1437 1016">✚ In terms of network provision, the City is adequately covered. Major service providers such as Vodacom, MTN and Cell-C are well represented throughout the City regions. Effective network coverage means that all other digital platforms are dependent on the net and operational and that the City is connected and accessible to the rest of the world. <li data-bbox="531 1039 1437 1321">✚ MobiApp- as part of Joburg Tourism’s core mandates – relating to access to information as well as embracing international technological trends and remaining competitive in the digital sphere – Joburg Tourism has developed a mobile app, Visit Joburg, that provides information on all the regions, places to stay, and things to do in the City. <li data-bbox="531 1344 1437 1675">✚ Website - with millions of internet users accessing the world-wide-web from their computers, phones, tablets, and even their watches, website development should be the cornerstone of your business’ marketing plan. It is one of the strongest marketing tools and often the first place people visit to get relevant information. The CoJ redeveloped their website to be more user-friendly, mobile-friendly and appealing. <li data-bbox="531 1697 1437 1928">✚ For Wi-Fi to continue growing, more spectrum is required. Wi-Fi is not only a cost-effective solution for both suburban and township areas, but it also plays a fundamental role in key areas such as making tourism destinations and businesses more accessible, which ultimately increases competitiveness. The city has

Area	Analysis
	embarked towards extensive roll out for Wi-Fi connectivity to enable the smart city.
Environmental	<ul style="list-style-type: none"> <li data-bbox="531 633 1442 920">✚ Protecting And Conserving Various Aspects Of The Environment Is One Of The Top Priorities In Infrastructure Development And Consumer Trends. Similar To Staying On Top Of Technological Advancements, Tourism Destinations Can't Afford To Not Acknowledge Negative Environmental Impacts And Actively Implement Sustainable Practices Within All Relevant Industries. <li data-bbox="531 936 1442 1122">✚ Eco-Friendly Services And Products Have Become A Strong Motivating Factor For Tourists When It Comes To Planning A Trip, Booking Accommodation And Deciding Which Activities To Participate In. <li data-bbox="531 1137 1442 1223">✚ Environmental Awareness Is Being Actively Advocated All Over The Work And Should Be Reflected Within Cities.
Legal	<ul style="list-style-type: none"> <li data-bbox="531 1256 1442 1346">✚ The City is a custodian and implementer of legislative frameworks relevant to local government to guide tourism in the City. <li data-bbox="531 1361 1442 1541">✚ Bylaws have an important function and specify the various systems that affect operations. Bylaws contain provisions relating to proper conducts in affairs, the duties of those who are in control and the responsibilities of other relevant stakeholders.

A long-exposure photograph of a highway at night. The road curves through a cityscape, with light trails from cars creating vibrant streaks of red and white. In the background, a tall, illuminated tower stands prominently against a dark blue sky, surrounded by other city buildings and streetlights.

7 CORE BUSINESS STRATEGIC FRAMEWORK

7.1 City's Approach to Tourism

Underpinning the strategic interventions, is the tourism niche development areas that were identified by the participative tourism sector to support the City's tourism growth objectives. The city focuses its strategic approach to development and promotion using these specific niche categories where tourism products can be packaged and promoted to highlight outstanding tourism experiences within these special interest categories.

7.2 Identified Niches to Drive Tourism

Tourism is an inter-related system of supply and demand factors (the tourism market), and a broad range of societal / environmental influences. Together, these comprise the tourism system. The tourism market is composed of both supply (an industry) and demand (an activity). These are linked through marketing, research, distribution, global and national tourism organisations and transportation.

Underpinning the above integrated approach, is the tourism niche development areas that were identified by the participative tourism sector to support the City's tourism growth objectives. The city focuses its strategic approach to development and promotion using these specific niche categories where tourism products can be packaged and promoted to highlight outstanding tourism experiences within these special interest categories.



Figure 9: Niche Markets

7.3 Anchor Projects

**Sport Tourism Project:
Develop sports & recreation facilities to be mixed-use nodes**

Project Background and Purpose

Tourism and sports are interrelated and complementary. Sports – as a professional, amateur or leisure activity – involves a considerable amount of traveling to play and compete in different destinations and countries. Major sporting events, such as the Olympic Games, football and rugby championships have become powerful tourism attractions in themselves – making a very positive contribution to the tourism image of the host destination

Project Scope and Description

Sport events of various kinds and sizes attract tourists as participants or spectators and destinations try to add local flavours to them to distinguish themselves and provide authentic local experiences

Objectives

- Stimulate the local economy (direct spending related to the use of sport facilities and services; visitors' and public spending for goods and services; employment opportunities, and tax revenue
- Provide outstanding entertainment as part and parcel of the sporting experience
- Educate the public on the economic, public relations, health, fitness, and recreational value of sports events

Key Considerations

Mega sport events such as Olympics and World Cups can be a catalyst for tourism development if successfully leveraged in terms of destination branding, infrastructure development and other economic and social benefits

Activities to be undertaken

- To identify, recruit, and promote sports events and meetings that create a positive economic impact for the city
- Develop sporting venues to be multi-faceted in order to diversify offerings e.g. have accommodation facilities at stadiums
- Get prominent sport figures/teams involved in advertising campaigns/roadshows/competitions
- Focus on youth sporting events
- Develop secondary tourism products around main facilities

Envisaged Outcomes and Key Performance Indicators

- Leverage conventional sport events and activities to create a visitor experience, extend LOS
- Get schools involved in programmes/activities
- Develop sporting venues to be multi-faceted, to diversify offerings. Have accommodation facilities on hand as well
- To ensure that stadiums do not become white elephants' post-events, museums should be developed at stadiums/sport facilities, so that people can visit the stadiums at any time.

Products And Venues

- All stadiums in the City
- Youth athletic/sport events (e.g. Alexandra Baseball)

Key Role Players

COJ Department of Sport, Arts, Culture & Recreation, all major stadiums, local sport stars and athletes, facility and event planners; food and lodging providers, corporate sponsors, media, transportation and other support services

SMME Development and Transformation Potential

Opportunities exists for catering, accommodation and transport services



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**Mining Tourism Project:
Upgrade and link mining products to be packaged for a mining tourism route**

<p>Project Background and Purpose</p> <p>Joburg’s founding principles rest on the mining industry and its rich and prominent history commemorated in and around the City. The mining industry presence in the City should be leveraged to strengthen tourism and expand on tourism offerings. Current mining ‘routes’ are not satisfying mainly due to problematic representation and promotion.</p>	<p>Key Considerations</p> <ul style="list-style-type: none"> • Because the Mining theme is scattered throughout the City, consider packaging mining tours • Challenges at mining sites- no maintenance, Zama Zamas, safety concerns • The concept of developing a mining museum demands incredible commitment, management and funding. 	<p>Products</p> <p>Main Street Mining District Ernest Oppenheimer Park Ferreira Mine Stope Gold Reef City Mining link: Kloofendal-Confidence Reef- site of old diggings, old stamp mill, and the Apartheid museum</p>
<p>Project Scope and Description</p> <p>The idea is to incorporate the <i>Mining Theme</i> as a main element of the City’s image and positioning in the Tourism Sector . This can be done by investigating tourism development opportunities/potential within the City and linking it to other products to establish a mining tourism routes/package products for the niche market.</p> <p>A very daring, yet high impact project would be to investigate the potential of developing a Mining Museum to establish Mining Tourism as pivotal to the City’s history and existence. Alternatively, the City can focus on enhancing and stronger promoting the existing products.</p>	<p>Activities to be undertaken</p> <ul style="list-style-type: none"> • Market Jewel City and package all mining related experiences under this umbrella • Link mining events/products to Museum Africa as the museum also represents elements of the City’s mining history • Identify main mining sites and attractions and ensure attractiveness, cleanliness and maintenance of sites • Include mining history for representation in museums and promotional material • Link mining sites to form a tourism route e.g. Gold Reef City, Museum Africa, Main Street • Reposition the City as a Mining Tourism Destination in promotional and marketing material/campaigns • Link related activities such as Gold Reef City when packaging mining experiences (e.g. Mining Route) • Develop a tour of the Randlord’s houses • Review mining products along Main Street to Ghandi Square to improve on the state and maintenance of the products 	<p>Key Role Players</p> <p>COJ DED, Mining Houses, National and Provincial Partners, Tourism Organisations</p> <p>Envisaged Outcomes and Key Performance Indicators</p> <ul style="list-style-type: none"> • Establish the City as a Mining Tourism District • Increase niche visitors to the City • Instil pride in the heritage and history of mining amongst locals and visitors
<p>Objectives</p> <ul style="list-style-type: none"> • Expand on tourism offerings to emphasise mining offerings • Reposition the City as a Mining Tourism Destination • Revitalise all mining tourism sites/products within the City • Package mining tours to provide comprehensive overview of mining history and influence in the City 		



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**Tourism Real Estate Project:
Identify buildings/properties to be revitalised for commercial tourism use**

<p>Project Background and Purpose</p> <p>There are many buildings/properties throughout the COJ that are abandoned and vacant that can be applied for commercial use within the tourism sector.</p> <p>Instead of the City focusing so much on growing/expanding, it should focus on becoming more attractive, making optimal use of existing infrastructure and have the market respond to that.</p>	<p>Key Considerations</p> <ul style="list-style-type: none"> • Compliance to regulations and policies is very important • Plans should align/talk to precinct development plans • Public-private partnerships with a long-term commitment to reinvestment are necessary 	<p>Identified Properties and Regions</p> <ul style="list-style-type: none"> • Chancellor House • World of Beer Site <p>Priority nodes:</p> <p>Midrand, Randburg, Soweto, Alexandra, Newtown, Ghandi Square to Maboneng, Orange Farm</p>
<p>Project Scope and Description</p> <p>These vacant properties present opportunities for productive reuse and can become assets in neighbourhood stabilisation and revitalisation of the tourism sector.</p> <p><u>These vacant properties affect the following:</u> Housing and neighbourhood vitality Crime prevention efforts Commercial vitality Property Values</p>	<p>Activities to be undertaken</p> <ul style="list-style-type: none"> • Identify the number, location, and ownership of vacant properties • Establish the level of rehabilitation before properties can be reoccupied • Create neighbourhood typologies based primarily on market conditions to guide reuse strategies (conduct feasibility studies) • Link these revitalised properties with other tourism products and routes to form part of the tourism offering. 	<p>Key Role Players</p> <ul style="list-style-type: none"> • COJ Tourism, JDA, Private Sector, NGOs
<p>Objectives</p> <ul style="list-style-type: none"> • Eliminate the ineffective use of resources • Ensure that abandoned properties are renovated and reoccupied • Ensure the productive use of properties • Stabilise property values and reverse decline/decay in the area 	<p>Envisaged Outcomes and Key Performance Indicators</p> <ul style="list-style-type: none"> • Reduced vacancy and abandonment of infrastructure within the City • Community risk reduction • Enhance aesthetics of the area • Expand on tourism offerings • Get these areas to retain and attract more tourists 	<p>Opportunities to investigate</p> <ul style="list-style-type: none"> • Nobel Laureates Museum • Museum of Fine Art • Political History Museum <p>SMME Development and Transformation Potential</p> <ul style="list-style-type: none"> • SMMEs market access through business opportunities • Providing security at properties • Hospitality- Food an beverage provision • Tour Operators • Retails shops



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BUSINESS PLAN

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Marketing and Promotion Project: Implement mobile VICs in the city

Project Background and Purpose

Today, smartphones are filling the information gap more thoroughly and conveniently than visitor centers can. The mobile internet has dramatically changed the way visitors plan their trips, and today, many visitors are finding that support online, anywhere they go.

To effectively match visitor services with visitor needs, destinations need a process to align strategic interventions with visitor behaviour and the customer journey.

Project Scope and Description

To enhance the marketing of tourism products and services in the City, it is envisaged to establish mobile marketing and promotion information centers that can be stationed at tourism hubs throughout the City. This can also include airports, conferences and events.

Additional services may include booking services for accommodation, car hire, tours, activities and transfers, ticketing services such as Computicket, free Wi-Fi in the proximity of the vehicle and the sale of specialised maps and COJ Tourism products.

Objectives

- To review and reimagine the City’s visitor servicing approaches
- To reach more people and create awareness
- To implement an interactive approach to marketing
- To strengthen the image and brand positioning of CoJ

Key Considerations

- How does the CoJ visitor servicing reflect the City’s identity?
- Which problems are being solved for the visitor?
- At which points in the customer journey do the visitors need direct assistance from a human being?

Activities to be undertaken

- Identify the tourism hotspots and consider seasonality to deploy the VIC
- Host social media competitions, to get locals and visitors involved in promoting the City
- Include challenges and prizes to encourage people to participate in tourism initiatives
- Design the vehicle in such an attractive/funky manner that it becomes a must for a selfie
- Collaborate with other sector players to develop promotional campaigns and roadshows
- Choose a catchy name for each mobile VIC that people will be able to relate/connect to

Envisaged Outcomes and Key Performance Indicators

- More people are reached
- Provision of information that is readily available, relevant and up-to-date
- Enhanced branding and positioning of the City as a tourism destination

Key Role Players

JCB, COJ Tourism, Private Sector, Tourism Associations, Service Providers

SMME Development and Transformation Potential

Marketing opportunities through the VIC’s booking services for accommodation, car hire, tours, activities and transfers

Conclusion

Instead of waiting for visitors to come to the VIC, let the VIC meet them where they are!

Township Tourism Project: Expand the township tourism value chain

<p style="text-align: center;">Project Background and Purpose</p> <p>The City must work together to address three critical pressure points: high unemployment, inequality and poverty. Development provides an opportunity to make a difference in the lives of thousands of people. These areas remain on the periphery of economic activity and are locked out of the economy.</p>	<p style="text-align: center;">Key Considerations</p> <ul style="list-style-type: none"> • Business and financial modelling play a key role in ensuring flexibility within this blended socioeconomic approach • Youth Development and Youth employment should be a priority 	<p style="text-align: center;">SMME Development and Transformation Potential</p> <ul style="list-style-type: none"> • New business encourages other businesses and services to activate. • Incentive schemes to provide the necessary support to businesses just starting out • The use of SMMEs as a strategic tool for women’s socio-economic empowerment
<p style="text-align: center;">Project Scope and Description</p> <p>Soweto, Alexandra and Orange Farm have been identified as areas in which tourism development should be implemented. All these regions have tourism potential that should be tapped into.</p> <ul style="list-style-type: none"> • Consider developing a ‘tourism village’ in each region to be run by community cooperatives. This can provide an interactive experience for visitors as they mingle with locals providing services and products. This innovation needs to consider local conditions and demand of visitors. • It will also be beneficial to the locals, the environment and tourism in general to consider eco tourism development for these regions • Tourism Real Estate projects should also focus on these areas 	<p style="text-align: center;">Activities to be undertaken</p> <ul style="list-style-type: none"> • Conduct feasibility studies within the individual areas to identify product development potential • Create a platform that provides the infrastructure for people to obtain the necessary business and regulatory back-up to assist existing or newly created businesses is necessary • Establishing a legal entity (board) to oversee these developments and provide strategic direction and governance 	<p style="text-align: center;">Conclusion</p> <p>The role of small businesses remains crucial in driving the City’s economy, but also in uplifting areas beyond the cities.</p>
<p style="text-align: center;">Objectives</p> <ul style="list-style-type: none"> • To address and correct inequalities • Provide continuous training and skills development for community members • To create fully fledged economies that are labour-intensive and complemented by technology and human development support 	<p style="text-align: center;">Key Role Players</p> <p>COJ, Tourism Organisations, JDA, SMMEs, Directorate of Arts and Culture and Heritage, Community Organisations</p>	



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**Heritage and Cultural Tourism Project:
Revitalise and upgrade museums in the City to enhance visitor experiences**

<p>Project Background and Purpose</p> <p>In an increasing modern world, museums need to adjust to stay relevant and attract more feet. Existing museums in the City provide experiences that are underwhelming. It needs to be revitalised in many aspects, as it has the potential to be uplifted to play a stronger and larger role in the City’s tourism sector. It is the time to enhance the vital functional role of the museums in fulfilling their most important responsibilities and obligations because the museums are places of education where people can learn about their history and heritage from their ancestors</p>	<p>Identified Museums for revitalisation</p> <p>Museum Africa Sci-Bono Discovery Centre</p> <p><u>Possible Museum Development:</u></p> <p>Fine Art Museum Nobel Laureates Museum</p>	<p>Envisaged Outcomes and Key Performance Indicators</p> <ul style="list-style-type: none"> • Increased visitor number • Appeal to international markets • Clean and safe environments that combines history, education and entertainment • Institutions that are representative of the history and culture of the COJ
<p>Project Scope and Description</p> <p>There a many museums in COJ, however two very prominent museums are targeted for the revitalisation project- the Sci Bono Discovery Centre and Museum Africa. Both museums are prominent features in the heritage and cultural sphere of the City’s tourism sector and need attention and improvement.</p> <p>It is suggested to review and revise both entities and work towards upgrading and repositioning them as tourism offerings (an example would be the Zeitz Museum of Contemporary Art Africa in Cape Town appears to be redefining how museums function without state funding, necessitating a different relationship to the marketplace)</p>	<p>Activities to be undertaken</p> <ul style="list-style-type: none"> • Revise the types and execution of exhibitions in Museums • Consider a digital approach to museums • Revive heritage and culture through relevant and impactful representation • Audio-visual elements are not enough, there needs to be a comprehensive approach in presenting the heritage- interactive/physical artefacts etc. • Do exterior revitalisation to improve aesthetics • Be mindful of the display and interpretation of the collections • Training museum staff to deliver quality services • Upgrade the individual museum’s websites 	<p>Key Considerations</p> <ul style="list-style-type: none"> • The museum buildings should be clean, attractive and safe • If there is a museum shop, it should be well stocked with good quality merchandise.
<p>Objectives</p> <ul style="list-style-type: none"> • To improve the quality and overall experience provided by the City’s museums • Getting the museums on international standards. • Improve promotion and marketing approaches to revive visitor numbers 	<p>Key Role Players</p> <p>COJ Directorate Arts Culture and Heritage, Gauteng Heritage Council, Provincial Heritage Resource Agency, Friends Association</p>	



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FINANCIAL YEAR 2024/25

Marketing and Promotion Project: Implement mobile VICs in the city

Project Scope and Description

To enhance the marketing of tourism products and services in the City, it is envisaged to establish mobile marketing and promotion information centers that can be stationed at tourism hubs throughout the City. This can also include airports, conferences and events.

Additional services may include booking services for accommodation, car hire, tours, activities and transfers, ticketing services such as Computicket, free Wi-Fi in the proximity of the vehicle and the sale of specialised maps and COJ Tourism products.

Activities to be undertaken

- Identify the tourism hotspots and consider seasonality to deploy the VICs
- Host social media competitions, to get locals and visitors involved in promoting the City
- Include challenges and prizes to encourage people to participate in tourism initiatives
- Design the 'van' in such an attractive/funky manner that it becomes a must for a selfie
- Collaborate with other sector players to develop promotional campaigns and roadshows
- Choose a catchy name for each mobile VIC that people will be able to relate/connect to

Envisaged Outcomes and Key Performance Indicators

- More people are reached
- Provision of information that is readily available, relevant and up-to-date
- Enhanced branding and positioning of the City as a tourism destination



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Institutional Framework Project: Develop a Joburg Tourism Forum

Project Background and Purpose

Communications gaps exist between the private sector and the government in particular.

This results in challenges to create a united front among tourism stakeholders in the City.

Both public and private sector should be kept 'in the loop of things' and also be presented with the opportunity to raise concerns and other challenges that they are facing as product owners.

Activities to be undertaken

- Get all state/City entities on board e.g. JRA, Joburg Parks, Joburg Department of Arts and Culture to support this sense of transparency within the sector
- District and local municipalities are to keep and up to date database of all tourism operators in their respective regions (supply database) which can feed into the provincial database
- Keep all stakeholders up to date with the latest news, regulations and other relevant factors that has impact on the sector

Envisaged Outcomes and Key Performance Indicators

- A support/communication forum which includes specialisation skills that can support the stakeholders and guide them when it comes to tourism development ideas and execution approaches
- The opportunity for tourism challenges and triumphs to be recorded and shared and for solutions to be developed

7.4 Roles and Responsibilities

Governments at all levels have an important role to play in the delivery of the tourism product, and they need to work in close partnership with the private sector. In order to sustain tourism growth and the associated benefits, governments must ensure that the right policies and delivery structures are in place. The National Tourism Sector Strategy 2016-2026 its institutional framework mapped out the roles and responsibilities of the local sphere of government in relation to tourism wherein this was cascaded down to the City tourism strategy.

Johannesburg Tourism function is underpinned by the following strategic interventions in realisation of its efforts:



Figure 10: Areas for Strategic Intervention

The roles and responsibility for each intervention is detailed in the sections that follow.

7.4.1 Tourism Management - Roles and Responsibilities

Table 13: Tourism Management

Area	Roles and responsibility
<p>(1) Planning and Policy-making</p>	<ul style="list-style-type: none"> ✚ Partner in the implementation of national and provincial policies, strategies and objectives ✚ Formulate tourism policies, strategies and plans ✚ Implement appropriate regulatory framework ✚ Ensure adoption of integrated tourism sector plan across metro ✚ Formulate strategies and frameworks. ✚ Conduct tourism research. ✚ Establish strategic partnerships with other key role players and strategic partners.
<p>(2) Institutional Linkages and Coordination</p>	<ul style="list-style-type: none"> ✚ Ensure the involvement and facilitation of previously disadvantaged persons in tourism ✚ Ensure a common purpose with government, business, public institutions, labour and community across metro/ municipality ✚ Promote and support local tourism associations and local tourism organisations ✚ Ensure the participation of local tourism associations and local tourism organisations in decision-making

7.4.2 Tourism Development - Roles and Responsibilities

Table 14: Tourism Development

Area	Roles and responsibility
Tourism Development Destination Development and Management	<ul style="list-style-type: none"> ✚ Facilitate implementation of priority tourism development projects ✚ Implement tourism development programmes ✚ Spearhead tourism development framework ✚ Facilitate and support the development and empowerment of previously disadvantaged persons or communities ✚ Ensure the development of tourism management depth and appropriate skills within municipal tourism functions & structures ✚ Spearhead capacity building programmes ✚ Establish a tourism business advisory network to encourage and stimulate entrepreneurship ✚ Promote responsible tourism practices and report on progress ✚ Spearhead industry transformation ✚ Develop new tourism products ✚ Enhance and maintain existing tourism products to preserve attractiveness of the city. ✚ Create opportunities for jobs. ✚ Create opportunities for SMMEs and tourism businesses. ✚ Establish new tourism sub-sectors.

7.4.3 Destination Development and Management - Roles and Responsibilities

Table 15: Destination Development and Management

Area	Roles and responsibility
<p>Destination Development and Management</p>	<p>Core Function</p> <ul style="list-style-type: none"> ✚ Coordinate municipal tourism support and programmes ✚ Monitor tourism development ✚ Ensure regional coordination and support <hr/> <p>Support Municipal Tourism Functions</p> <ul style="list-style-type: none"> ✚ Facilitate integrated responses to visitor safety ✚ Ensure and monitor compliance with appropriate environmental and heritage management legislation in respect to tourism development and operations ✚ Facilitate and promote integrated spatial and land-use planning and development in support of tourism ✚ Spearhead integrated tourism signage framework ✚ Facilitate and promote investment promotion ✚ Facilitate provision and maintenance of attractions and facilities ✚ Facilitate tourism investment linkages in the city. ✚ Facilitate a systemic coordinated approach in the city in relation to tourism. ✚ Facilitate tourism planning in the city. ✚ Strengthen sector institutional framework and necessary alignment ✚ Coordinate tourism safety.

7.4.4 Tourism Marketing - Roles and Responsibilities

Table 16: Tourism Marketing

Area	Roles and responsibility
Destination Marketing	<ul style="list-style-type: none"> ✚ Lead Joburg tourism marketing strategy & brand management ✚ Implement destination promotion campaigns and initiatives ✚ Coordinate public and private marketing resources & establish public and private marketing partnerships ✚ Facilitate product packaging & development with regions ✚ Coordinate and manage tourism information provision ✚ Undertake and disseminate research on relevant tourism matters ✚ Coordinate internal marketing drive & promotion of service culture ✚ Monitor tourism marketing and promotional campaigns ✚ Maintain a centralised database of products and services ✚ Grow Joburg’s leisure tourism market share. ✚ Create destination brand identity. ✚ Advance destination competitiveness. ✚ Create global destination positioning. ✚ Pre-empt destination packaging and related distribution. ✚ Support emerging and signature destination events. ✚ Grow events in the city. ✚ Grow visitor numbers to Johannesburg. ✚ Create opportunities for jobs. ✚ Create opportunities for SMMEs and tourism businesses.

7.4.5 Business Tourism - Roles and Responsibilities

Table 17: Business Tourism

Area	Roles and responsibility
Business Tourism	<ul style="list-style-type: none"> ✚ Facilitate enabling environment for Meetings, Incentives, Convention, Events and/or Exhibitions (MICE) to take place in the city. ✚ Support Municipal Tourism Functions ✚ Facilitate business tourism activities with associations and Professional Conference Organisers (PCO) to secure MICE activities. ✚ Support PCO and Events to stage MICE activities in the city. ✚ Bid for competitive international events with impactful socio-economic factors. ✚ Manage MICE environment in the city. ✚ Creating enabling environment for landing of MICE activities. ✚ Support MICE venues across the city. ✚ Grow Joburg’s business tourism market share globally. ✚ Manage and operate Johannesburg Convention Bureau. ✚ Create global business tourism identity for Johannesburg. ✚ Grow visitor numbers to Johannesburg. ✚ Create opportunities for jobs. ✚ Create opportunities for SMMEs and tourism businesses. ✚ Manage visitor services. ✚ Manage visitor information centres.



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7.5 Strategic Interventions

Table 18: JTC Strategic Interventions

Strategic Programme	Statement	Key Projects
Convention and Visitor Services Bureau	To attract and support Meetings, Incentives, Conferences and Exhibitions and/or Events (MICE) coming to Johannesburg for improved economic impact, through the bidding processes and support of local SMMEs to be able to stage organized meetings. This will result to an increase of the number of visitors coming to Johannesburg with achieved tourism multiplier effect. To ensure ease of access by tourists into the destination.	<ul style="list-style-type: none"> • MICE bidding and support programme, supporting business events hosted in Johannesburg. • MICE - Meetings Africa • Mobile Visitor Information Centre (VIC) • Establishment of Visitor Information Centre (VIC) in Soweto and Lanseria/ OR Tambo International Airports.
Tourism Development and Commercialisation	To enhance the attractiveness and competitiveness of Johannesburg as a destination through diversification, constant innovation, upgrades and expansion of the City's tourism product offerings or base. To unlock tourism supply and enable growth.	<ul style="list-style-type: none"> • Thabo Mbeki Presidential Library World Heritage Site. • Development of Tourism Master Plan



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Strategic Programme	Statement	Key Projects
		<ul style="list-style-type: none">• Air-Access Partnership/ Collaboration• Pre-feasibility study for establishment for Tourist Market (with related tourism services) in Newtown• Establishment of destination safety unit under JMPD operations.• Tourism Investment summit• Joburg Exhibition• Support to Liliesleaf farm (in collaboration with the National Department of Arts and Culture/ Freedom Park)• Tourism and Hospitality alternative energy support. In collaboration with the IDC and National Department of Tourism• Pre-feasibility study for establishment of City owned ICC.



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Strategic Programme	Statement	Key Projects
		<ul style="list-style-type: none"> • Developing a Business Model for a City owned Travel Agency
Destination Marketing & Events	To generate demand for tourism thereby increase domestic and global market share for Johannesburg. To increase tourist numbers arriving in Johannesburg and improve tourism spend. To create favourable image and create good destination brand for Johannesburg globally.	<ul style="list-style-type: none"> • Continuously embarking on aggressive destination marketing drive. • Joburg Positioning- to both domestic and international markets as a globally competitive destination. • Destination Events- to increase tourism market share to stimulate economic growth. • Sports Tourism Partnerships- with various sports clubs (cricket, soccer, rugby) for destination reputation management, destination brand image and brand awareness • Destination Brand Identity- through effective brand activation and awareness • Destination digital promotion



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Strategic Programme	Statement	Key Projects
		<ul style="list-style-type: none">• Destination reputation management• Destination Citizenry Campaign (Punting Visit. Work. Play destination tagline)

8 IMPLEMENTATION PLAN



8.1 Implementation Plan

In the 2024/25 financial year the JTC seeks to implement the interventions in line with the Tourism Strategy outcomes to ensure a systematic coordinated approach for this sector. The sections 8.2 to 8.5 below unpacks the interventions into specific projects for implementation. These project have been submitted budget consideration. Following this, interventions highlighted in section 8.6 were prioritised in terms of the final budget allocation to the Johannesburg Tourism Company for the MTREF 2024/25 – 2026/27.

8.1.1 Development of the Johannesburg Tourism Master Plan

The objective of the Tourism Master Plan is to provide guidelines and make recommendations to enable the Johannesburg Tourism Company to develop a functioning tourism system through the application of its defined tourism strategy and specific actions.

Tourism is an inter-related system of supply and demand factors (the tourism market), and a broad range of societal / environmental influences. Together, these comprise the tourism system.

The tourism market is composed of both supply (an industry) and demand (an activity). These are linked through marketing, research, distribution, global and national tourism organisations and transportation.

- ✚ The supply side of tourism focuses on the most fundamental resources that attract tourists to regions and what the tourism industry brings to the tourist: the natural and cultural resources.
- ✚ The demand side of tourism comprises those needs and motivations that drive individuals to become tourists.
- ✚ The tourism distribution system focuses on distributing tourism from the tourism sectors to the potential tourist. Tourism distribution can therefore be defined as the extension of the number of points of sale or access away from the location at which the services are performed.

8.1.2 Establishment of Destination Safety Unit under JMPD Operations

The purpose of the establishment Destination Safety Unit guided by the City Safety Strategy and Tourism Strategy is to foster a sector focused collaboration in addressing issues of tourism safety in a more coordinated manner in order to provide an enhanced visitor experience and in the long term to change perceptions of Johannesburg as a unsafe destination.

It asserted in various data sources that tourism safety has been consistently identified across a number of studies, media and crime reports as a challenge which threatens tourism growth and therefore, foreign direct investment, visitor spend and employment. Effective crime prevention, combating and changing negative perceptions can contribute significantly to economic growth by promoting investment and tourism. Crime prevention includes investigations that lead to conviction, as convictions would serve as deterrence to further crime.

The Tourism Strategy require the cooperation of all stakeholders in the coordination and implementation of the strategy interventions. Participative tourism should be key to ensure that the process is inclusive of all role players within the destination. The City should make provision for financial and human resources to ensure the successful implementation of the destination safety intervention.

8.1.3 Air-Access Partnership/ Collaboration

Air Access Partnership seeks to increase and improve airline access for both passenger and charter services into and out of Johannesburg and Africa, by focusing on the establishment of new routes, expanding routes and retaining current routes. The will be achieved by facilitating in a collaborative manner through;

 *Develop business cases for new and existing routes*

Using a data-led approach, we supply airlines with relevant data analysis on route development through credible destination data sources.

 *Airline route support and development*

Through ongoing monitoring of route performance and all services connected to the Johannesburg network, we offer route-stimulation initiatives.

 *Marketing and communications support for airlines*

By leveraging key partnerships and channels, we help with promotional activities for both inbound and outbound markets.

 *Policy and regulation advocacy*

By engaging with public and private sector collaborative partners to lobby for increased liberalisation of routes with the South African Civil Association, Airports Company South Africa, Department of Tourism, South African Tourism, Board of Airlines and African Airline Association, South African Embassies (Foreign Missions) to support increased travel initiatives.

8.1.4 Pre-feasibility study for establishment of City owned ICC

The first City Owned ICC, as envisioned, would act as an economic generator and a valuable asset to the City, hosting conventions, tradeshows, public/consumer shows, conferences, meetings, sports tournaments/competitions, civic events, and other events of both international and domestic. An important goal of the facility would be to attract global and domestic events to the area that presently cannot be accommodated by existing local facilities, providing new visitation and related economic impact in the local area. Much of the quantifiable economic impacts and non-quantifiable benefits the convention centre provides in any local community and to its residents would not be possible if it were not for the initial (and, oftentimes, ongoing) investment by a public sector partner. The study will set basis of strategic planning to enable decision makers with the information necessary to strategically plan for Johannesburg future in the convention industry through the establishment of the Johannesburg ICC, with a focus on protecting and growing its competitive position in the evolving domestic, regional and international convention/conference industry. This facility will become a MICE sector enabler in Johannesburg with an aim to stimulate economic growth through business tourism.

This research will provide direction not only as to the facility components that may be supportable from market demand perspectives, but also the visitor amenities surrounding Johannesburg's potential new convention/conference facility, including hotel support. The pre-feasibility study will assess the some of the following components:

- ✚ Market feasibility – the facility’s ability to attract and support levels of event activity and patronization that are consistent with or in excess of industry standards.
- ✚ Financial feasibility – the ability of the facility to “break-even” or generate an operating profit focusing only on direct facility-related operating revenues and expenses.
- ✚ Economic spending – the facility’s ability to generate new spending activity in the local community (i.e., direct and indirect spending that is attributable to out-of-town visitors that would not otherwise occur in the local area).
- ✚ Tax generation – the ability of the facility to generate new tax revenue for the local area (i.e., tax revenue resulting from direct, indirect and induced spending that is attributable to out-of-town visitors that would not otherwise occur in the local area).
- ✚ Costs/benefits/return on investment – the facility’s ability to generate new revenues (i.e., from taxes, operating income and ancillary facility related revenues, etc.) in excess of quantifiable facility-related costs (i.e., construction costs, operating costs, marketing costs, public sector contribution, etc.).
- ✚ Intangible benefits/public good – the ability of the facility to represent an important resource for the local community, regardless of financial or economic concerns. These types of benefits add to the local community’s “quality of life” in the same way that libraries, museums and recreational parks do, without consideration of the economic impacts that the facility might generate.

The market success of a convention facility can be partially attributed to the characteristics of the industry as a whole. In order to assess the current and future strength of the market with regard to event activity that could utilize a new Joburg ICC, it is important to evaluate the industry trends from a national, regional and international perspective.

8.1.5 Pre-feasibility study for establishment for Tourist Market in Newtown or Conhill

The study that would determine if;

- ✚ there is sufficient demand and supply to support all year round tourist market in Newton or Conhill that can operate effectively.

-
- ✚ the City provides a viable site, based on the land that is available, adjacent uses, access, and the JTC's vision for activating the property.
 - ✚ the preferred development scenario for the public market is a standalone project, or part of a mixed-use development.

The study will demonstrate support for using such a market to support the local food movement, provide entrepreneurship opportunities for small businesses, and energize the economy in a currently underserved part of the City.

8.1.6 Tourism Investment Summit

The main objective of the Tourism Investment Summit is to promote the destination and tourism industry as a 'Tourism Investment Destination' and provide a common platform for the public, private sector and the investors' to discuss investment possibilities in the tourism industry.

The Summit will allow both domestic and international investors to identify city-specific investment possibilities in the segment unique to Johannesburg. The City can also simultaneously showcase their strengths to the international investors in a bid to invite investments for sprucing up their tourism infrastructure. Secondly, the summit will consolidate or take stock of public and private sector investment. The will culminate to packaging and/or multi-packaging of tourism investment opportunities in Johannesburg.

8.1.7 Establishment of Visitor Information Centre (VIC) in Soweto and Lanseria/ OR Tambo International Airports

The JTC intends to embark on the establishment of a Visitor Information Centre (VIC) in Soweto and Lanseria/ OR Tambo International Airports as gateway nodes and distribution points. A Visitor Information Centre (VIC) is a physical location that provides tourist information to visitors who tour in the vicinity of the place or area and they are usually located within the municipal area. VICs play an important role within the tourism industry, as they serve as vital first points of contact and provide value-adding services to visitors.

Visitor Information Centres can either be privately owned or Government owned. Privately owned VICs are directly owned and run by the local community through an organisation separate from the official (local) governmental institutions of the area, but with the full knowledge and sometimes even funding from relevant (local) government institutions. The government owned VICs are owned by a municipality and get funding for daily operations from the municipality.

Tourists perceive Visitor Information Centres (VICs) as important in the provision of tourist services at the destination. The main information they need relates to attractions, timing and travel information. Modern tourists prefer a combination of traditional sources of information in a form of written information (brochures), verbal information (face-to-face) as well as electronic information (Internet, Cell Phone Applications etc.). However, there is a growing trend in travellers using the Internet as a source of information and to make reservations for various tourism products e.g. accommodation, car hire etc.

8.1.8 MICE Bidding and Support Programme

Johannesburg Tourism Company (JTC) mandate was broadened to incorporate the Johannesburg Convention and Visitor Services Bureau (JCVSB) which focuses on promoting the City as an attractive destination to the lucrative business events market. The aim is to maintain the sustained growth of the number of international business events (meetings, incentives, conferences and exhibitions) attracted to Johannesburg. The Johannesburg Tourism Company recognises the need to improve its ability to coordinate and support bidding for international conferences and business events. The establishment of the MICE Bidding and Support Programme is part of the City of Johannesburg tourism strategy aiming at growing the city's business events industry which key to Johannesburg's global competitiveness.

Johannesburg Tourism Company's (JTC) MSP main objective is to contribute towards JTC's goals and targets, including:

-  Contribute towards achieving our growth strategy targets.
-  Achieve inclusive growth opportunities for business within the MICE industry.
-  Contribute towards creating opportunities within the African and Global market.

- ✚ Creating regional spread opportunities and ensuring the spread of business events across Johannesburg.

8.1.9 Tourism and Hospitality Green Energy Support

The Green Tourism Incentive Programme (GTIP) is an initiative of the Department of Tourism with a key objective of encouraging and assisting privately-owned tourism enterprises to adopt responsible tourism practices through installing solutions to reduce their energy and water consumption and costs.

The GTIP was initially launched in 2017 and reviewed in 2021 resulting in additional benefits to the tourism sector for the installation of solutions for the sustainable management and usage of electricity and water. Managed by the IDC, financial assistance under the GTIP is provided in the form of a grant of up to R1million to qualifying small and micro tourism enterprises for the installation of energy and water efficiency solutions.

The Johannesburg Tourism Company will collaborate with IDC and/or NDT towards implementation of the Green Tourism Incentive Programme (GTIP).

IDC and/or NDT towards implementation of the Green Tourism Incentive Programme (GTIP):

- ✚ The Green Tourism Incentive Programme (GTIP) covers the full cost for a new resource efficiency audit as well as the full cost for reviewing an existing audit
- ✚ The GTIP will appoint an assessor from its approved panel to conduct resource efficiency audits to determine the best possible solutions to be implemented. The assessor will also review existing audits where applicable
- ✚ The GTIP offers grant funding on a sliding scale from 50% to 90% of the total cost of the approved energy and water efficiency solutions up to a capped amount of R1 million.
- ✚ The GTIP will cover the VAT portion for non-VAT registered enterprises; in the event of the enterprise registering for VAT and claiming such costs related to the project, the enterprise will be expected to pay back the VAT portion to the GTIP.

8.1.10 JTC towards implementation of the Green Tourism Incentive Programme (GTIP):

- ✚ To cover the balance that the applicant will be liable for upon approval by IDC (either through JTC resources or from other reputable funding institutions)

-
- ✚ The support will not cover the VAT portion for VAT registered enterprises; this will be covered by the applicants as they may claim it back
 - ✚ The GTIP will cover the VAT portion for non-VAT registered enterprises; in the event of the enterprise registering for VAT and claiming such costs related to the project, the enterprise will be expected to pay back the VAT portion to the GTIP
 - ✚ The grant funding will be paid directly to IDC and/or NDT.

8.1.11 Joburg Exhibition

The City of Johannesburg is the most advanced commercial city in Africa and the engine room of the South African and regional economy. It is a city with a unique, African character, and world-class infrastructure in telecommunications, transportation, water and power, health care, and educational facilities

Joburg Exhibition will be an iconic business and leisure trade show, owned by Johannesburg Tourism Company, with the specific objective of creating market access for our vast array of tourism products. Joburg Exhibition will be a 3-day trade show preceded by a dedicated Business Opportunity Networking Day (BONDay) which seeks to create a platform for thought-leadership, knowledge sharing and obtaining the latest in global trends and local insights. The BONDay programme is developed in close collaboration with the global tourism organisations, continental experts as well as industry associations.

The trade show exists to provide the ideal platform for Joburg tourism exhibitors to showcase their offerings to international and local buyers, destination marketing companies and leisure tourism services partners. It is the most formidable platform on the continent for you to meet face-to-face with the most influential buyers in the world, and to gain access to Joburg's excellence and its endless possibilities. These are the business opportunities and quality connections that will shape Joburg's tomorrow.

The trade show takes place in the Host City of Johannesburg, synonymous with its contemporary living, corporate buzz and vibrant lifestyle. The Johannesburg Tourism Company will play host to Joburg Exhibition, where delegates can look forward to the leading

business and lifestyle destination, with the Sandton Convention Centre as the world-class Host Venue for the show.

8.1.12 Developing a Business Model for a City owned Travel Agency

A travel agency is a retail business, that sells travel related products and services to customers, on behalf of suppliers, such as airlines, car rentals, cruise lines, hotels, railways, sightseeing tours and package holidays that combine several products. In addition to dealing with ordinary tourists, most travel agencies have a separate department devoted to making travel arrangements for business travelers and some travel agencies specialize in commercial and business travel only.

The scope and range of travel agency operations would depend on the size of an agency. If the company is large in size, the range of activities will be more comprehensive. In this case the agency will have specialised departments, each having to perform different functions.

8.1.13 Thabo Mbeki Presidential Library World Heritage Site Listing

Thabo Mbeki Foundation revealed a 5,400-square-metre Thabo Mbeki Presidential Library which will comprise two levels with one concealed below ground. The upper level will be housed within the rammed-earth domes that are designed to evoke a collection of traditional African granaries which will serve as a type of storehouse for grains.

The Presidential Library is set to be built in the suburb of Riviera, wherein it will pay homage to South Africa's second post-apartheid president, Thabo Mbeki with a primary objective to celebrate ancient and contemporary African history. The eight domed structures to be built from rammed earth will distinguish the Thabo Mbeki Presidential Library and enable its positioning as a "Mecca of Africa" competitively, which will become a must see land mark feature in Africa locate in South Africa, a unique selling feature.

8.1.14 Support to Lilliesleaf Farm (in collaboration with the National Department of Arts and Culture/ Freedom Park)

This intervention to support Lilliesleaf Farm is a sequel to implementation approved tourism strategy wherein heritage and culture is one of the impactful identified tourism niche

development areas alongside other seven identified niches which are primarily aimed at expanding and growing the tourism sector in the city for improved economic performance. The strategy has classified the Liliesleaf Farm as a tourism drawcard for heritage tourism in Johannesburg, located in Region E. Liliesleaf offers heritage tourism service to tourism attracted by the Johannesburg Tourism Company in order to stimulate economic growth

8.1.15 Sports Tourism

This unique niche product is gaining momentum throughout SA and has been identified as providing an exciting opportunity to market cities as preferred tourist destinations. The successful hosting of a sports tourism event can lead to substantial increases in visitation and tourism revenue, as well as to a sense of heightened pride among the community members in the host city. South Africa is considered one of the top countries in the world for hosting sports competitions, thanks to a wonderful track record for delivering as a host nation for global sporting events.

In Johannesburg, soccer is extremely popular, with Orlando Pirates and Kaizer Chiefs among South Africa's most popular teams. Clashes between these two teams often take place at the magnificent FNB Stadium – the stadium where the 2010 FIFA World Cup final was played. One of the main rugby stadiums in South Africa is Ellis Park in Johannesburg where the Springboks won the Rugby World Cup in 1995. The Wanderers Club in Johannesburg is the official home of Gauteng cricket.

The Johannesburg Tourism Company has embarked on a cricket collaboration to turn-around sports tourism in Johannesburg and the same will be done with rugby and soccer etc. The focus for collaboration will be on the following areas to unlock sports tourism:

- ✚ Using sports as pulling factor thereby; increase visitor numbers
- ✚ Destination brand awareness:
- ✚ Reputation management (to improve reputation of the destination and its destination brand).
- ✚ Offsetting the cost of stadium light towers at stadia to enable more events taking place.
- ✚ JOC Costs (consists of JMPD, EMS and JRA services etc).
- ✚ Exposure as a destination for events, tours and other commercial activities:

8.1.16 Destination Events:

This form of tourism represents the social- and leisure aspects of events, as well as packaging Johannesburg as a lifestyle brand. For the City to achieve this, it needs to figure out what kind of customer it wants to connect with, then adjusts its image, voice, and marketing strategies to form deeper connections with that specific target market.

The event industry is a dynamic and fast-growing sector with obvious synergies with tourism. When appropriately hosted, events have the potential to expand the visitor economy, provide media exposure, promote development, and stimulate infrastructure upgrades which include the emergence of new partnerships. Well-planned events are now widely accepted by most event attendees as a developmental and marketing strategy from which destinations can gain economic benefits and strategic competitive advantages. It is therefore important for event organisers, destination managers, tourism planner/managers to fully understand the events attendees' perceptions of events tourism. This will in the long term ensure the sustainability of events.

Events have a role to play in enhancing destination attractiveness and competitiveness because they add to the mix of attractions, but equally, this highlights that events can only strengthen destination attractiveness with the support of quality event-specific and supporting infrastructure, and effective marketing and promotion. In order to grow and ensure success in this industry, Johannesburg should devote considerable resources to developing, attracting and supporting major events as part of a wider strategy to increase visitor numbers and expenditure. It is imperative for the City to support events with a meaningful economic impact to stimulate economic growth and state benefits of staging events in a host destination. Challenges in this regard include funding, effective governance, and the ability to accurately evaluate the economic, social, environmental, and other added value of tourism events

8.1.17 Destination Marketing:

The main goal of destination marketing is to identify the unique selling points of a destination and through that, define the destination's brand image which is used to position the destination in the minds of its target markets.

Destination marketing embodies the concept of collaborative marketing and coordination between different stakeholders to achieve a single goal, which in the case of Johannesburg is to increase the number of tourists and their spending impact on the city as a whole. The benefits of destination marketing are to:

- ✚ Create a competitive edge that will make the Johannesburg more appealing than other competitors, versus just selling a single product that will not be able to compete on an international scale
- ✚ Coordinate long-term marketing and management goals for all involved stakeholders.
- ✚ Improve access to major travel and trade markets for all products in the Johannesburg
- ✚ Alleviate financial, resource and capacity constraints for Johannesburg management and products

This allows for a more inclusive marketing plan that not only promotes the city but develops the Johannesburg into a destination with diverse offerings that promotes the destination.

8.1.18 Tourism Development:

Tourism development ensures effective tourism supply with identified priority areas and related programmes as well as projects for tourism development in Johannesburg, based on the identification of opportunities and constraints. It identifies regional linkages and interprovincial opportunities. It ensures links with national, provincial and local government policies and plans.



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8.2 SI 01: Convention and Visitor Services Bureau

Strategic Programme		Convention and Visitor Services Bureau				
Key Priority	Sustained Economic Growth					
Statement Issue	To attract and support Meetings, Incentives, Conferences and Exhibitions and/or Events (MICE) coming to Johannesburg for improved economic impact, through the bidding processes and support of local SMMEs to be able to stage organized meetings. This will result to an increase of the number of visitors coming to Johannesburg with achieved tourism multiplier effect. To ensure ease of access by tourists into the destination.					
Funding Status	Partially Funded					
Projects	Progress	Timelines	Benefit Beneficiaries	Responsibility	Dependencies	
MICE bidding and support programme Supporting business events hosted in Johannesburg.	Support includes bidding and hosting fees for conferences.	2023/24 - 2026/27	City of Johannesburg Tourism Enterprises Community	JTC	MICE Event Organisers	
MICE - Meetings Africa	JTC is the bid-partner with SA Tourism and Gauteng	2023/24 - 2026/27	City of Johannesburg Sandton Convention Centre	JTC	SA Tourism	



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	Tourism Authority as Johannesburg is the host city		Tourism Enterprises		Gauteng Tourism Authority South African National Convention Bureau
SAACI (Southern Africa Association for the Conference Industry) collaboration	<ul style="list-style-type: none"> Tourism investment conference MICE joint bidding Travel trade platforms 	2023/24 - 2026/27	City of Johannesburg	JTC	SACCI
Mobile Visitor Information Centre (VIC)	Mobile VIC is under construction and due for completion in the current financial period	2023/24 - 2026/27	Tourists and Visitors	JTC	Group Finance
Establishment of Visitor Information Centre (VIC) in Soweto and Lanseria/	New Project	2024/25 - 2026/27	Lanseria/ OR Tambo International Airports Soweto Community Tourist and Travellers	JTC	Airports Company South Africa (ACSA)



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OR Tambo International

Airports



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8.3 SI 02: Tourism Development and Commercialisation

Strategic Programme		Tourism Development and Commercialisation				
Key Priority	Sustained Economic Growth					
Statement / Issue	To enhance the attractiveness and competitiveness of Johannesburg as a destination through diversification, constant innovation, upgrades and expansion of the City's tourism product offerings or base. To unlock tourism supply and enable growth.					
Funding Status	Unfunded					
Projects	Progress	Timelines	Benefit / Beneficiaries	Responsibility	Dependencies	
Thabo Mbeki Presidential Library World Heritage Site.	Ccollaborative agreement has been entered into with the Thabo Mbeki Foundation	2024/25	Citizens Scholars Thabo Mbeki Foundation	JTC	Thabo Mbeki Foundation	
Development of Tourism Master Plan	New Project	2024/25 - 2026/27	COJ Tourism Enterprises Businesses Citizens Tourists	JTC	Shareholder approval	



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Air-Access Partnership/ Collaboration	New Project	2024/25 - 2026/27	COJ Tourists Destination	JTC	Shareholder approval Airports Company South Africa (ACSA)
Pre-feasibility study for establishment for Tourist Market (with related tourism services) in Newtown	New Project	2024/25 - 2026/27	Newtown Community Tourism Enterprises	JTC	Shareholder approval Airports Company South Africa (ACSA)
Establishment of destination safety unit under JMPD operations.	New Project	2024/25 - 2026/27	Community	JTC	JMPD
Tourism Investment summit	New Project	2024/25 - 2026/27	COJ Tourism Enterprises Businesses Citizens Tourists	JTC	Strategic investment partners



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Joburg Exhibition	New Project	2024/25 - 2026/27	COJ Tourism Enterprises Businesses Citizens Tourists	JTC	Group Comm Group Finance SAT GTA Other City Departments Other Stakeholders
Support to Liliesleaf Farm (in collaboration with the National Department of Arts and Culture/ Freedom Park)	New Project	2024/25 - 2026/27	Citizens Tourists	JTC	National Department of Arts and Culture Freedom Park
Tourism and Hospitality Green Energy Support. In collaboration with the IDC and National Department of Tourism	New Project	2024/25 - 2026/27	COJ City Power Tourism Enterprises	JTC	National Department of Tourism IDC



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Pre-feasibility study for establishment of the City owned ICC	New Project	2024/25 - 2026/27	COJ Tourism Enterprises	JTC	Budget availability
Developing a Business Model for a City owned Travel Agency	New Project	2024/25 - 2026/27	City of Johannesburg Departments and entities National and Provincial Departments	JTC	Shareholder approval



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8.4 SI 03: Destination Marketing & Events

Strategic Programme		Destination Marketing & Events				
Key Priority	Sustained Economic Growth					
Statement / Issue	To generate demand for tourism thereby increase domestic and global market share for Johannesburg. To increase tourist numbers arriving in Johannesburg and improve tourism spend. To create favourable image and create good destination brand for Johannesburg globally.					
Funding Status	Partially Funded					
Projects	Progress	Timelines	Benefit / Beneficiaries	Responsibility	Dependencies	
Joburg Positioning- to both domestic and international markets as a globally competitive destination. Tour operator collaboration. Joburg Today destination profiling collaboration	Continuously embarking on aggressive destination marketing drive.	2023/24 - 2026/27	COJ/Tourism Enterprises/ Businesses/ Citizens/Tourists/ Destination/	JTC	Group Communication South African Tourism Gauteng Tourism	



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Destination Events- to increase tourism market share to stimulate economic growth	Ongoing, partnering and collaborating on events that will promote Joburg as one of the best destinations in Africa.	2023/24 - 2026/27	Tourism Enterprises/ Businesses/ Citizens/Tourists/ Destination/	JTC	Meeting, Incentives, Conference and Events organizers
Sports Tourism Partnerships- with various sports clubs (cricket, soccer, rugby) for destination reputation management, destination brand image and brand awareness	JTC has entered into partnerships with sports clubs such as the Gauteng Lions Cricket Club (funded), Lions Rugby Club (unfunded), Kaizer Chiefs (unfunded) and 4 Racing for Turffontein Horse Racing (unfunded)	2023/24 - 2026/27	COJ/Tourism Enterprises/ Businesses/ Citizens/Tourists/ Destination/ Sports clubs	JTC	Board Approval Supply Chain Management legislative compliance
Destination Brand Identity- through effective brand activation and awareness	The entity continuously makes use of various platforms to promote the City of Johannesburg as the ideal	2024/25 - 2026/27		JTC	JTC Budget availability



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Destination digital promotion	tourist destination for business and leisure	COJ/Tourism Enterprises/ Businesses/ Citizens/Tourists/ Destination/
Destination reputation management		
Destination Citizenry Campaign (Punting Visit. Work. Play destination tagline)		



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8.5 Other IDP: Convention and Visitor Services Bureau

Other IDP Programme		Convention and Visitor Services Bureau			
Key Priority	Sustained Economic Growth				
Statement / Issue	To attract visitors to Joburg by participating in domestic, regional, international trade shows as well as emerging (e.g. BRICS countries) and core (e.g. USA, Europe, Asia, Regional and Africa Diaspora) market engagements and to partner and incentivize tour operators to bring group tours to Johannesburg. To partner with tour intermediaries (tour operators, travel agents and wholesalers) in packaging destination offerings for inbound market. To host influencers, media and tour intermediaries when promoting Johannesburg.				
Funding Status	Partially Funded				
Projects	Progress	Timelines	Benefit / Beneficiaries	Responsibility	Dependencies
Participation in Business Tourism Travel Trade Platforms	Ongoing – JTC continuous to participate in various travel trade platforms such as Meetings Africa.	2023/24 - 2026/27	COJ Tourism Enterprises Businesses Citizens Tourists	JTC	JTC Board of Airlines SATSA FEDHASA TBCSA Tourism



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<p>Destination Familiarisation (Visitor and SMME Information Services) To facilitate organised business."</p>	<p>Ongoing – JTC hosts familiarisation trips on a quarterly basis. Hosting is a marketing tool with the aim being to promote Johannesburg as a leisure and business destination.</p>	<p>2023/24 - 2026/27</p>	<p>COJ Tourism Enterprises Businesses Citizens Tourists</p>	<p>JTC</p>	<p>Associations SAT GTA Group Finance Industry Partners Private Sector</p>
<p>Development of tour packages with collaborative partners (private/public sector)</p>	<p>New Project</p>	<p>2024/25 - 2026/27</p>	<p>COJ Tourism Enterprises Businesses Citizens Tourists</p>	<p>JTC</p>	



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8.6 Approved Projects and Programmes for MTREF 2024/25 – 2026/27

The table below outlines the approved MTREF 2024/25 – 2026/27 for outmost implementation by JTC in its quest to undertake the function on behalf of the City of Johannesburg for envisaged growth in tourism. The implementation of the underpinning strategic interventions is in line with the Tourism Strategy outcomes and recommendations to ensure a systematic coordinated approach. This ensures a good balance between demand and supply for tourism in Johannesburg.

Programme	Project Name	Approved Budget 2024/25 R'000	Draft Budget 2025/26 R 000	Draft Budget 2026/27 R 000
Convention and Visitor Services Bureau	MICE bidding and support programme Supporting business events hosted in Johannesburg. Support includes bidding and hosting fees for conferences	2 246	2 291	2 337
Convention and Visitor Services Bureau	Participation in Business Tourism Travel Trade Platforms	2 604	2 656	2 709
Convention and Visitor Services Bureau	Business Tourism Strategic Partnership for MICE Travel Trade Platforms, MICE Bidding and Toursim Investment Conference - Collaboration with SAACI	1 224	1 248	1 273



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Programme	Project Name	Approved Budget 2024/25 R'000	Draft Budget 2025/26 R 000	Draft Budget 2026/27 R 000
Convention and Visitor Services Bureau	MICE - Meetings Africa Bid-partner with SA Tourism and Gauteng Tourism Authority as Johannesburg is the Host city for the past 17 years. Hosted in Sandton Convention Centre.	2 040	2 081	2 122
Convention and Visitor Services Bureau	Destination Familiarisation (Visitor and SMME Information Services)	870	887	905
Tourism Development (Unlocking potential to stimulate growth)	Development of Tourism Master Plan	1 530	1 561	1 592
Destination Marketing & Events	Joburg Positioning- to both domestic and international markets as a globally competitive destination. <ul style="list-style-type: none"> ✚ Tour Operator Collaboration ✚ Above the line and below the line advertising ✚ Joburg Today Destination Profiling Collaboration 	2 601	2 653	2 706



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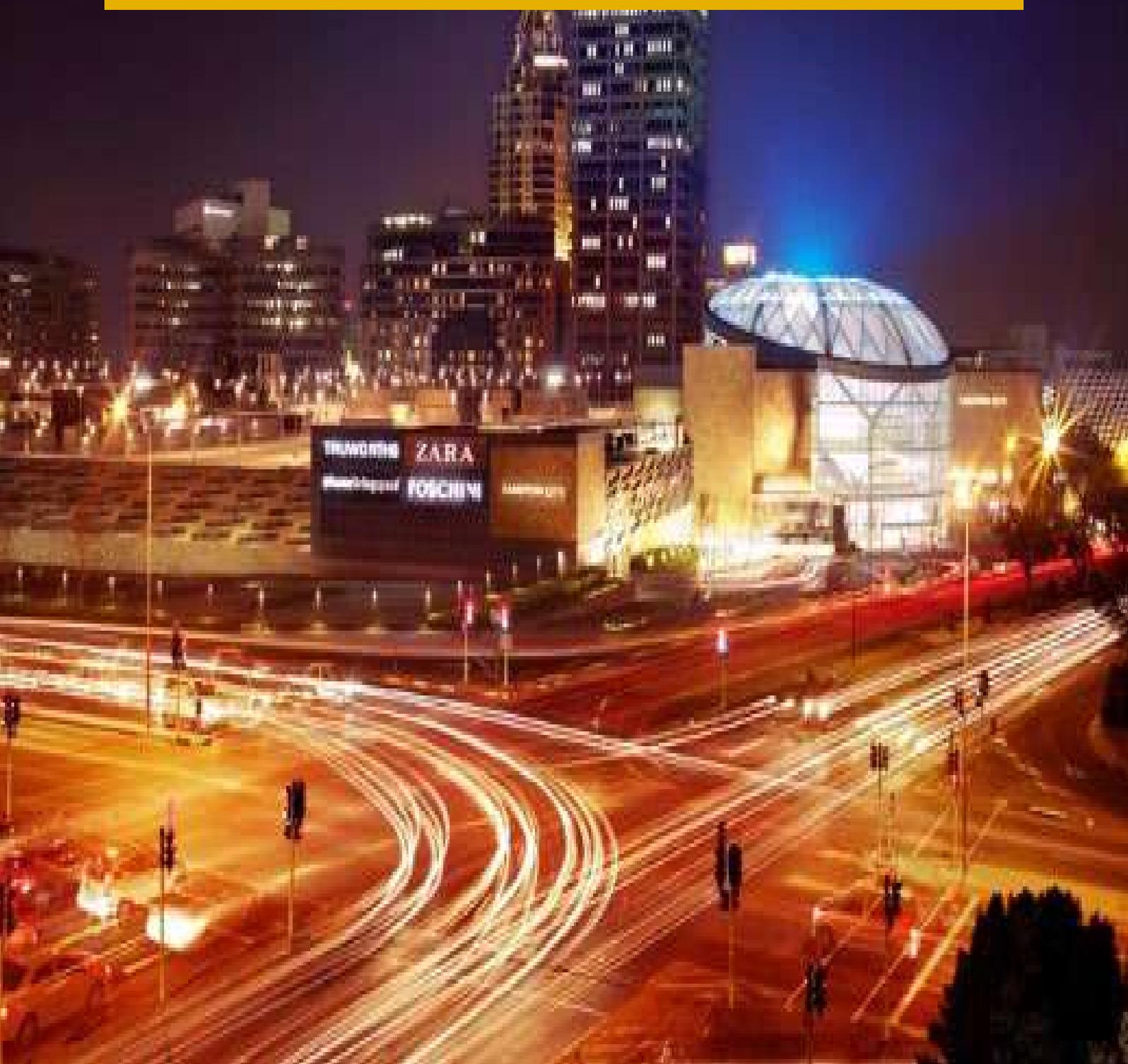
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Programme	Project Name	Approved Budget 2024/25 R'000	Draft Budget 2025/26 R 000	Draft Budget 2026/27 R 000
Destination Marketing & Events	Destination Events- to increase tourism market share to stimulate economic growth (Joy of Jazz, DSTV Delicious Festival, Summer Cup, Makhelwane Festival etc	5 152	5 255	5 360
Destination Marketing & Events	Sports Tourism Partnerships- with various sports clubs (cricket, soccer, rugby) for destination reputation management, destination brand image and brand awareness <ul style="list-style-type: none"> ✚ Gauteng Lions Cricket R3 million (Funded) ✚ Kaizer Chiefs R3 million (Not funded) ✚ Lions Rugby R3 million (Not funded) ✚ 4Racing (Turffontein Horse Racing) R3 million (Not funded) 	3 060	3 121	3 184
TOTAL		21 327	21 753	22 188

9 KEY PERFORMANCE INDICATORS (KPI'S)





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The section below summarises the Key Performance Indicators for the entity for the FY 2023/24 financial year. Annexure A has the detailed KPI with quarterly targets, with key

9.1 Group Corporate Key Performance Indicators

Key Performance Indicator	Baseline	2024/25 Target	Lead Department/ Entity
(1) Number of tourists (visitors) coming to Johannesburg	2 million	2.2 million	JTC
(2) Economic impact generated through MICE activities	R100 million value of MICE activities confirmed	R105 million value of MICE activities confirmed	JTC



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9.2 Entity Key Performance Indicators

Key Performance Indicator	Baseline	2024/25 Target	
(3) Advertising value equivalent (AVE) generated through destination promotion activities	R14 million	R16 million	JTC
(4) Number of MICE activities secured through bidding and support	New Indicator	3	JTC
(5) Number of SMMEs supported through tourism related activities	250	270 SMMEs supported by the JTC	JTC
(6) Number of youth trained on tourism related programmes	150	160 youth trained tourism-related programmes	JTC
(7) Number of Expanded Public Works programmes (EPWP) work opportunities created through tourism related activities	200	220 EPWP work opportunities created through tourism related activities	JTC



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Key Performance Indicator		Baseline	2024/25 Target	
(8)	Number of leisure signature and lifestyle events supported	6	7 leisure signature and lifestyle events	JTC
(9)	Number of initiatives to unlock Tourism Supply in the City through strategic partnerships and planning	6	6	JTC
(10)	Facilitate key role player tourism sector engagements	2 engagements	4 engagements with organised business through the JBF sub-committee	JTC



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9.3 Operational Key Performance Indicators

Key Performance Indicator	Baseline 2023/24	2024/25 Target
(11) % Spent on operating budget against approved operating budget	95%	95%
(12) % Spent on capital budget against approved capital budget	95%	95%
(13) % Spent on repairs and maintenance to PPE	8%	8%
(14) % Reduction in unauthorised, irregular, fruitless and wasteful (UIFW) expenditure incurred citywide	50%	50%
(15) % of valid invoices paid within 30 days	100%	100%
(16) % Resolution of Internal Audit findings	95% resolution of Internal Audit findings (cumulative)	95% resolution of Internal Audit findings (cumulative)
(17) % Resolution of AG findings	95% resolution of AG findings (cumulative)	95% resolution of AG findings (cumulative)
(18) % Implementation of the strategic risks' management action plan	85%	85%
(19) % Achievement of service standards	85%	85%



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9.4 Service Standards

No	Core Service	Definition	Service Level	Audit Evidence
(1)	Visitor Information and Enquiries	Visitors enquiring about useful tourism information	Response within 24 hours	E-mail/s walk-ins at the VIC
(2)	Destination promotion to unlock the tourism market	To promote and position the City through various tourism platforms and activities as a leading business and lifestyle destination in Africa.	Quarterly	Pre-approval reports & Post reports
(3)	Secure MICE (Meetings, Incentives, Conferences and Exhibitions or Events)	To lure business events into Johannesburg through bidding and support interventions/	Quarterly	<ul style="list-style-type: none"> • Pre-approval reports • Post reports • Award letters from awarding bodies / PCO's / Associations / Corporates / Meeting Planners / Event organisers.
(4)	Stakeholder Complaints	To respond to in a timely manner to stakeholder complaints.	Response within 24 hours	E-mail/s walk-ins at the VIC/ media platforms
(5)	Product Development	To provide SMME support, facilitation of training and market access through tourism related activities.	Quarterly	<ul style="list-style-type: none"> • SMME Forms • Attendance registers



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No	Core Service	Definition	Service Level	Audit Evidence
(6)	Product Development	To conduct site visits to Johannesburg tourism products to monitor compliance with tourism sector service standards	Quarterly	<ul style="list-style-type: none">• Site visit template
(7)	Staging events to bolster Joburg Market Share	Staging emerging signature and leisure events to increase visitor numbers in the City.	Quarterly	<ul style="list-style-type: none">• Pre-approval reports• Post-approval reports

10 FINANCIAL IMPACT



10.1 Summary – MTREF Budget Allocation

As reflected in the table below, JTC’s final operational budget is as follows R95 million (FY 2024/25); R96 million (FY 2025/26) and R102 million (FY 2026/27).

JTC was also allocated a capital expenditure budget of 1,1 million (FY 2024/25); and capital expenditure of R1,19 million (FY 2024/25) and R1,3 million (FY 2025/26)

Table 19: Summary Budget

Overall Budget	Adjusted Budget 2023/24 (000s)	Original Budget 2024/25 (000s)	Draft Budget 2025/26 (000S)	Draft Budget 2026/27 (000S)
Revenue (excl. capital grants)	(89 121)	(91 320)	(94 516)	(97 788)
Internal revenue (Interest Income)	(3 699)	(3 877)	(4 051)	(4 233)
Total Operating Revenue	(92 820)	(95 197)	(98 567)	(102 021)
Expenditure	89 719	91 918	95 091	98 389
Internal expenditure	3 101	3 279	3 476	3 632
Total Operating Expenditure	92 820	95 197	98 567	102 021
Capital Budget	5 088	1 193	1 247	1 301

10.2 Opex Budget Allocation

The table below reflects expenditure budget per major line items

Table 20: Summary of JTC MTREF Operational Budget Allocation

GFS Classification	FY 2023/24 Adjusted Budget (R000s)	FY 2024/25 Original Budget (R000s)	FY 2025/26 Draft Budget (R000s)	FY 2026/27 Draft Budget (R000s)
Salaries	50 118	51 474	53 789	56 209
Depreciation	1 862	1 951	2 039	2 131
Inventory consumed	156	159	162	165
Contracted Services	7 669	7 822	7 978	8 138
Other Expenditure	29 914	30 512	31 123	31 746
Direct Expenditure	89 719	91 918	95 091	98 389
Internal Transfers	3 101	3 279	3 476	3 632
Total Expenditure	92 820	95 197	98 567	102 021

During the year, the JTC because of spending patterns the JTC reallocated funds between the other expenditure and contracted services line items, which resulted in an increase in other expenditure and a decrease in contracted services.

The table below reflects how the JTC allocated the budget to the various line items.

Table 21: Summary of JTC MTREF Operational Budget Allocation

Details	FY 2023/24 Draft Budget (R000s)	FY 2024/25 Draft Budget (R000s)	FY 2025/26 Draft Budget (R000s)
Salaries	50 118	51 474	53 789
Depreciation	1 862	1 951	2 039
Inventory consumed	156	159	162
Contracted Services	7 669	7 822	7 978
Day to Day	4 694	4 788	4 884
Other IDP	2 553	3 034	3 094
Strategic Interventions	422	0	0
Other Expenditure	29 914	30 512	31 123
Day to Day	10 620	10 832	11 049
Other IDP	3 853	3 930	4 009
Strategic Interventions	15 441	15 750	16 065
Total Direct Expenditure	89 719	91 918	95 091
Internal Transfers	3 101	3 279	3 476
Total Operational Expenditure	92 820	95 197	98 567

10.3 Capex Budget Allocation

The table below reflects the capital budget allocation with key projects for the MTREF. Currently the JTC plans to fund the capital budget via its cash reserves. As stated above, JTC was allocated a capital expenditure budget of R5,08 million (FY 2023/24); which was decreased to a capital expenditure budget of R1,19 million (FY 2024/25), R1,2 million (FY 2025/26) and R1,3 million (FY 2026/27) for the MTREF.

Table 22: Summary of JTC MTREF Capital Budget Allocation

Classification	FY 2023/24 Adjusted Budget (R000s)	FY 2024/25 Original Budget (R000s)	FY 2025/26 Draft Budget (R000s)	FY 2026/27 Draft Budget (R000s)
Tourism ICT	100	105	110	114
Movable Assets	100	105	110	114
Establishment of MICE Bidding Centre	0			
Tourism Website MobiApp and WIFI Connection	1 300			
Mobile VIC'S	938	983	1 027	1 073
Payroll system	2 650			
Grand Total	5 088	1 193	1 247	1 301

With regards to the current year budget, the final cost for the website amounted to R1,3 million. The savings from the Website as well as the capex budget for the establishment of the MICE Bidding Centre has been reallocated to the procurement of the payroll system which will be implemented by GICT during Quarter 3, with a go live date scheduled for 01 March 2024.

10.4 Strategic and Other IDP Initiatives Budget Impacted

The table below reflects the projects (strategic initiatives and other IDP) for the JTC. These are aligned to the Mayoral Priorities in terms of Economic Growth and Financial Sustainability. In summary over the MTREF, JTC has an operational expenditure budget of:

- ✚ FY 2024/25 R95,2 million.
- ✚ FY 2025/26 R98,6 million and
- ✚ FY 2026/27 R102 million.

Table 23: Summary Funding for Strategic and Other IDP Initiative - Opex

Classification	FY 2023/24 Adjusted Budget (R000s)	FY 2024/25 Original Budget (R000s)	FY 2025/26 Draft Budget (R000s)	FY 2026/27 Draft Budget (R000s)
Strategic Interventions	15 863	15 750	16 065	16 386
Other IDP	6 406	6 964	7 103	7 245
Grand Total	22 269	22 714	23 168	23 631

Table 24: Summary Funding for Strategic and Other IDP Initiative – Capex

Classification	FY 2023/24 Adjusted Budget (R000s)	FY 2024/25 Final Budget (R000s)	FY 2025/26 Draft Budget (R000s)	FY 2026/27 Draft Budget (R000s)
Strategic Interventions				
Mobile Visitor Information Centre (VIC)	938	983	1 027	1 074
Grand Total	938	983	1 027	1 074

The table below reflects the funding status of the various projects that the JTC wishes to embark during the MTREF.

Table 25: Funding Summary – Strategic and Other IDP Initiatives

Ref	Description / Programme	Funding Status	Operational Expenditure Draft Budget			Capital Expenditure Draft Budget		
			FY 2024 25 (R000s)	FY 2025 26 (R000s)	FY 2026 27 (R000s)	FY 2024 25 (R000s)	FY 2025 26 (R000s)	FY 2026 27 (R000s)
SI 01	Convention and Visitor Services Bureau	Partially Funded	6 520	6 651	6 784	983	1 027	1 073
SI 02	Tourism Development and Commercialisation	Unfunded	1 530	1 560	1 592			
SI 03	Destination Marketing & Events	Partially Funded	11 242	11 467	11 696			
Other IDP	Convention and Visitor Services Bureau	Partially Funded	3 474	3 543	3 614			
	Total Expenditure		22 766	23 221	23 686	983	1 027	1 073

Table 26: Procurement Process to be applied – Strategic and Other IDP Initiatives

Ref	Description / Programme	Funding Status	Procurement Process Opex	Procurement Process Capex
SI 01	Convention and Visitor Services Bureau	Partially funded	MFMA section 110 Regulation 36 MFMA Section 67 Open Tender Request for Quotes	Open Tender Request for Quotes
SI 02	Tourism Development and Commercialisation	Unfunded	MFMA section 110 Open Tender Request for Quotes	Open Tender Request for Quotes
SI 03	Destination Marketing & Events	Partially funded	MFMA section 110 MFMA section 67 Regulation 36	Not applicable
IDP	Convention and Visitor Services Bureau	Partially funded	MFMA section 110 Open Tender Request for Quotes	Not applicable

10.5 Budget: Day to Day Expenditures

The table below reflects day-to-day expenses for the entity and includes items like audit fees, printing and stationery etc. Capex includes the purchase of payroll system as well as Information Technology equipment that would be required for the officials and the entity to operate. These cost would have to be reviewed over the MTREF as the entity develops a more realistic base of its operations

Table 27: Summary of operational expenditure day-to-day costs

GFS Classification	FY 2023/24 Adjusted Budget (R000s)	FY 2024/25 Original Budget (R000s)	FY 2025/26 Draft Budget (R000s)	FY 2026/27 Draft Budget (R000s)
Day to Day				
Salaries	50 118	51 474	53 789	56 209
Depreciation	1 862	1 951	2 039	2 131
Inventory consumed	156	159	162	165
Contracted Services	4 694	4 788	4 884	4 981
Other Expenditure	10 620	10 832	11 049	11 270
Internal Transfers	3 101	3 279	3 476	3 632
Grand Total	70 551	72 483	75 399	78 388

The table below reflects the day to day capital expenditure for the JTC. Day to day capex includes the purchase of IT as well as furniture and equipment that would be required for the officials and the entity to operate.

Table 28: Summary of capital expenditure day-to-day costs

Classification	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
	Adjusted Budget (R000s)	Original Budget (R000s)	Draft Budget (R000s)	Draft Budget (R000s)
Tourism ICT	100	105	110	114
Movable Assets	100	105	110	114
Tourism Website MobiApp and WIFI Connection	1 300			
Payroll system	2 650			
Grand Total	4 150	210	220	228

A group of people, including a man in a black t-shirt and khaki shorts, a woman in a white top and blue shorts, and a man in a white shirt and white pants, are standing on a paved sidewalk. They are looking at a display of various items, possibly handicrafts or jewelry, laid out on the ground. In the background, there are trees, a white car, and a white van. The scene is outdoors during the day.

11 COMMUNICATION AND STAKEHOLDER MANAGEMENT

11.1 Key Stakeholder

Key external stakeholders include:

- ✚ South African Tourism (SAT)
- ✚ Gauteng Tourism Authority (GTA)
- ✚ South African Tourism Service Association (SATSA)
- ✚ Gauteng Tour Operators Association (GATOA)
- ✚ Tourism Associations across the City who collaborate and provide inputs into the Tourism directorate projects and programmes.

Internal stakeholders include all COJ departments and entities. The following departments and entities are those that would play a more direct role in the tourism sector: COJ departments and entities specifically:

- ✚ Johannesburg Development Agency (Development of precincts),
- ✚ Johannesburg City Parks & Zoo,
- ✚ Community Development (Development of recreational spaces)
- ✚ JRA (Development and maintenance of roads),
- ✚ Pikitup (Cleaning of the City),
- ✚ City Power
- ✚ Public Safety
- ✚ Economic Development
- ✚ Johannesburg Property Company

11.2 Communication Plan

Table 29: Communcation Plan

No.	Stakeholder	Objective	Power/ Influence	Interest	Mode Of Communication	Frequency	Responsible Department
(i)	Tourism Associations across the City		High	High	Meetings	Quarterly	Tourism Strategic Services
(ii)	National Department of Tourism (NDT)	Intergovernmental relations	Moderate	High	Formal meetings	By invitation	Tourism Strategic Services
(iii)	South Africa Tourism (SAT)	Collaborations	Moderate	High	Formal meetings	Ad/hoc	Destination Marketing and Convention Bureau and Visitors Services

No.	Stakeholder	Objective	Power/ Influence	Interest	Mode Of Communication	Frequency	Responsible Department
	Gauteng Department of Economic Development	Intergovernmental relations	Moderate	High	Formal meetings	By invitation	Tourism Strategic Services
(iv)		Maintaining Intergovernmental relations and project alignment	High	High	Meetings and emails	By invitation	Tourism Strategic Services
(v)		Partnership	High	High	Emails Meetings	Annually	
(vi)		GGDA Access to incoming delegations Information exchange	High	High	Emails Meetings	Quarterly	Destination Marketing and Convention Bureau and Visitors Services

No.	Stakeholder	Objective	Power/ Influence	Interest	Mode Of Communication	Frequency	Responsible Department
(vii)	Gauteng Tourism Authority	Intergovernmental relations	Moderate	High	Formal meetings	By invitation	Destination Marketing and Convention Bureau and Visitors Services
	University of Johannesburg	Draw on tourism expertise	High	High	Emails, Meetings, Project Steering Committee	Ad hoc	Tourism Strategic Services
	University of Pretoria	Draw on tourism expertise	Medium	High	Email, telephonic and face to face meetings	Ad hoc	Tourism Strategic Services
(viii)	Embassies and consulates	Information on potential investors from overseas	High	High	Targeted meetings	Yearly meeting plus emails if needed	Destination Marketing and

No.	Stakeholder	Objective	Power/ Influence	Interest	Mode Of Communication	Frequency	Responsible Department
							Convention Bureau and Visitors Services
(ix)		To improve stakeholder engagements. Participate in inward delegation missions	Moderate	Moderate	Emails Meetings Workshops Seminars	Quarterly	Destination Marketing and Convention Bureau and Visitors Services
(x)	Gauteng Tour Operators Association	To Collaboration	Moderate	High	Formal meetings	Ad/hoc	Convention Bureau and Visitors Services
	Other Municipalities in Gauteng (i.e. Tshwane Metro, Ekurhuleni	To align the plans and initiatives	Low	Moderate	Emails, meetings	As and when necessary/required	Tourism Strategic Services

No.	Stakeholder	Objective	Power/ Influence	Interest	Mode Of Communication	Frequency	Responsible Department
	Metro, Mogale City and Midvaal) when Reviewing Regional Economic Development Plans	with bordering municipalities					
(xi)	Other City's Departments and Entities (i.e. Development Planning Department, JDA, Transport Department, CRUM- Regional Offices) when Reviewing Regional Economic Development Plans	To align the plans with other City's plans and programmes	High	High	Emails, Meetings, Project Steering Committee	As and when necessary	Tourism Strategic services

12 RISK ASSESSMENT



12.1 Introduction

Risk management is an integral part of the company's strategic planning processes. It is also embedded in day-to-day operational activities with primary aim of ensuring that uncertainties are managed to achieve the company's strategic objectives. JTC has established and maintains a system of risk management in accordance with the Municipal Finance Management Act, Treasury Regulations, the King IV Code, and best international practice standards.

The Board of Directors of JTC is committed to an effective and sound risk management system and practices that will protect its employees, assets, and the public against any potential adverse risk events. Oversight over governance and effective management of risk is the responsibility of the Audit & Risk Committee which is a subcommittee of the Board of Directors. The committee recommends risk strategies and policies that need to be set, implemented, monitored, and reported. Risks which may impact on the achievement of the strategic objectives are identified and monitored on an ongoing basis in relation to risk treatment strategies. New emerging risks are escalated as and when they are identified to all governance structures for consideration prior to being included in the risk register.

12.2 Risk Assessment Methodology Overview

The JTC has adopted the City's Risk Management Framework for the purposes of risk management. The function of risk management is located within the Office of the Chief Executive Officer. The Senior Manager: Audit, Risk Compliance and Performance is responsible for this.

There are two types of risks, namely

- ✚ Strategic Risks which can be City wide and entity specific; and
- ✚ Operational Risks.

Strategic risks are those that arise from the fundamental decisions that directors take concerning an organisation's objectives. Essentially, strategic risks are the risks of failing to achieve these business objectives. These risk have a high-level impact on the business overall.

Operational risk is the risk of loss resulting from ineffective or failed internal processes, people, systems, or external events that can disrupt the flow of business operations. Day to day but Board needs oversight as this could affect overall entity objectives.

Risks can be grouped into various categories for managing, for example:

- ✚ Financial
- ✚ Human Capital
- ✚ Technological
- ✚ Regulatory Compliance
- ✚ Political
- ✚ Socio-Economic
- ✚ Environmental
- ✚ Stakeholder

The following figure reflects the City’s Risk Management Framework

Figure 11: Citys Risk Management Framework



The following table reflects the City’s and JTC risk exposure levels and the response required

Table 30: Approach to risk exposure

EXPOSURE LEVEL	ASSESSMENT	ACTION
Very High: [20 – 25]	Unacceptable	Requires immediate attention from the Board, Executive Management Team, City or Shareholder on implementation of corrective measures
High: [12 – 19]	Unacceptable	Implementation of improvement opportunities and validation of current controls
Medium: [6– 11]	Acceptable	Evaluation and improvement of current controls
Low: [1 – 5]	Acceptable	Validation and optimisation of controls

12.3 Strategic Risk Register

JTC developed the Strategic Risk Register in conjunction with JTC Board and Audit and Risk Committee (sub-committee of the Board).

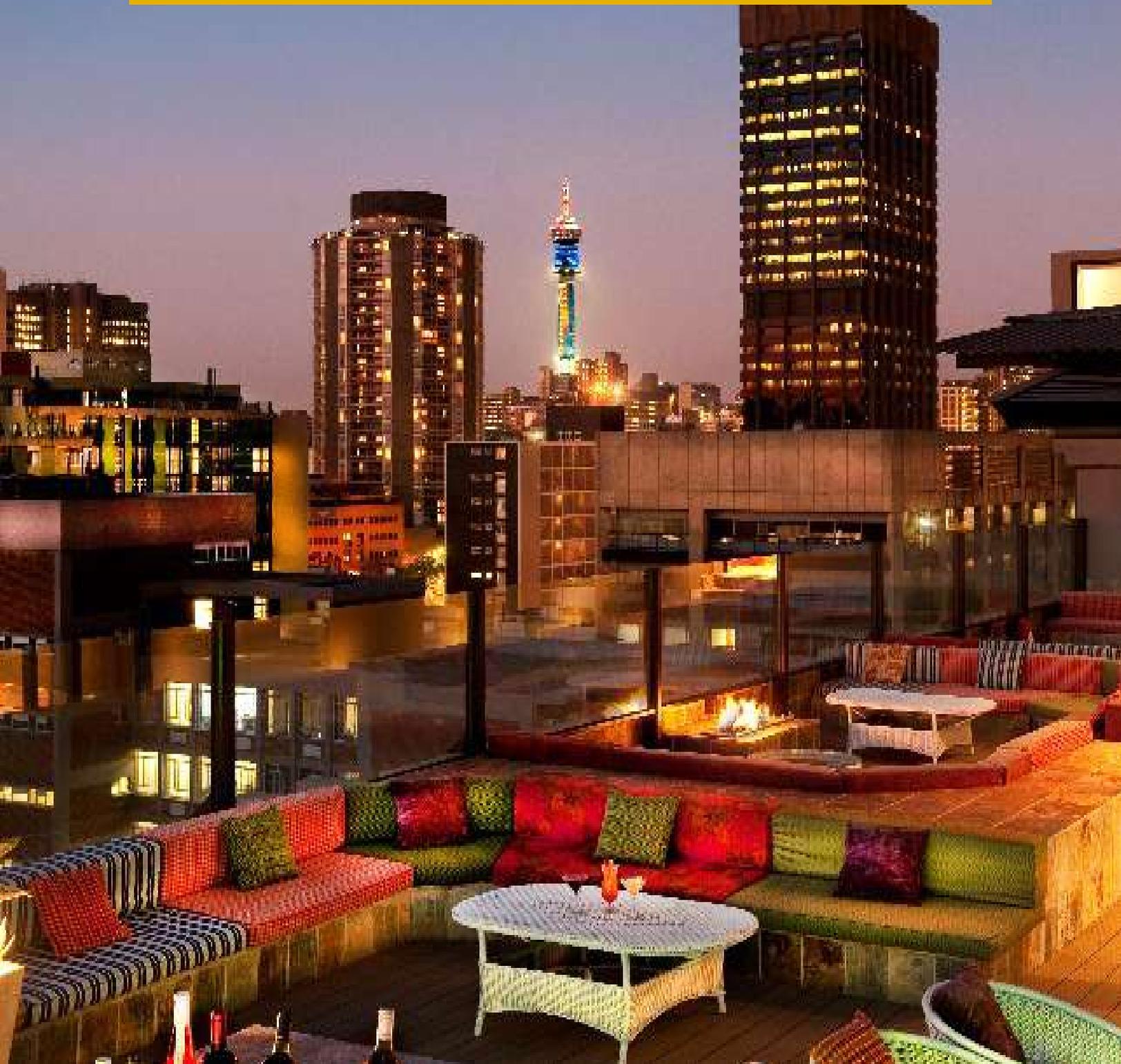
Table 31: JTC Strategic Risk Register

This table outlines the strategic risk with the inherent risk rating as well as residual risk rating for the entity.

SR #	Risk Description	Board approved Rating		Q1 Residual Risk Rating	Q2 Residual Risk Rating	Q3 Residual Risk Rating	Risk Movement
		Inherent Risk	Residual Risk				
01	Declining tourist numbers	Very High	High	High	High	High	↔
02	Negative Perception of Destination	Very High	High	High	High	High	↔
03	Slow adoption of technologies to support to Joburg Tourism	Very High	High	High	Medium	Medium	↔

SR #	Risk Description	Board approved Rating		Q1 Residual Risk Rating	Q2 Residual Risk Rating	Q3 Residual Risk Rating	Risk Movement
		Inherent Risk	Residual Risk				
04	Financial Sustainability of the JTC	Very High	High	High	High	High	↔
05	Non-compliance with legislation and policies	Very High	Medium	High	High	Medium	↑
06	Theft, Fraud and corruption	Very High	High	High	High	Medium	↑

13 AUDIT STATUS



13.1 Internal Audit

The Internal Audit Function (IAF) mandate stems from Section 62(1) (c) (ii) of the MFMA that requires that the Accounting Officer ensure that the institution has and maintains a system of internal audit operating in accordance with any prescribed norms and standards.

Furthermore, Section 165(1) requires that each municipal entity must have an internal audit unit subject to subsection (3). Section 165(2) requires that the internal audit unit of a municipal entity must prepare a risk based audit plan and an internal audit programme for each financial year.

The primary objective of the IAF is to provide a comprehensive service to ensure adequate measures and procedures are in place for sound economic, effective and efficient management as required by the MFMA, Companies Act, Public Audit Act and King IV.

JTC has an independent Internal Audit Unit, which reports functionally to the Audit and Risk Committee of the Board and administratively to the Chief Executive Officer. The Unit carries out its functions in accordance with approved Internal Audit Plan.

The scope of work of Internal Audit is to determine whether JTC governance, risk management and control processes as designed and presented by management is adequate and functioning in a manner that ensure that:

- Risks are appropriately identified and managed;
- Financial and operational information is accurate, reliable and timely;
- Employees' actions are in compliance with the applicable laws and regulations;
- Resources are acquired economically and used efficiently and effectively;
- Assets are safeguarded;
- Monitor the resolution of the Auditor General findings.

In developing its work plan, the Internal Audit Unit follows a risk-based approach, considering the following:

- Strategic focus areas as contained in the Business Plan;
- Strategic risk register and operational risk registers;
- COJ Group Internal Audit requirements;
- Prior years' external and internal audit findings;
- Legislative requirements.

The Internal Audit Plan is subject to approval by the Audit and Risk Committee.

13.2 External Audit

The JTC has achieved an unqualified audit opinion with findings during 2022/23 financial year. The Auditor General South Africa (AGSA) has accompanied the unqualified audit opinion with 11 audit findings.

Rating	Number of findings	Percentage	Explanation
	06	58.33%	Matters that will be reported in the auditor's report and should be addressed urgently
	04	33.33%	Matters that should be addressed to prevent material misstatements in the financial statements or material findings on the annual performance report and compliance with legislation in future; also includes matters that significantly affected company performance
	01	8.33%	Matters that do not have a direct impact on the audit outcome or a significant impact on auditee performance, but were communicated to assist with improving processes and mitigating risks
Total	11		

END OF DOCUMENT

ANNEXURES

ANNEXURE A: KEY PERFORMANCE INDICATORS



ANNEXURE A 1: DEFINITION OF THE KEY PERFORMANCE INDICATORS (KPI)

To attract a greater number of visitors, a destination has to maintain its past levels of tourism marketing and constantly increase the quality and quantity of its tourism marketing offerings. To ensure that our tourism destination marketing efforts are impactful, there needs to be focused domestic and international marketing campaigns. These are based on quality market research and a clearly defined competitive advantage that distinguishes Johannesburg as a destination brand among so many other similar destination brands internationally.

Table 32: Technical Indicator Descriptions for JTC Corporate and Entity Indicators

KPI NO	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE
1	Number of tourists (visitors) coming to Johannesburg	The KPI measures the increase in the number of international and domestic visitors (tourists) travelling to Johannesburg for business, leisure and visiting friends and relatives.	The KPI will achieve positive economic impact into City's economy through direct spend from visitor arrivals. The facilitated and systematic approach to tourism by the City results to	Data sources are in the form of tourism statistics report from IHS Markit Regional eXplorer (S&P Global).	Assimilated from Statistic SA tourism satellite account.	Limited segregation of tourism stats to the local government level.	Independent report	Annual	N/A	2.2 m



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KPI NO	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE
			indirect spinoffs to enable economic growth.							
2	Economic impact generated through MICE activities.	<p>This KPI measures the economic impact generated through MICE activities in the form of implemented Bids. It further measures supported MICE activities implemented through collaborative arrangements.</p> <p>The KPI relates to implementation bids won and supported through collaborating with Professional Conference Organisers, Meeting Planners, Event's Organisers, Associations, Destination Management Companies and Sector Key Role Players.</p>	To improve tourism sector performance through MICE related activities.	<p>Data sources are in the form of the following:</p> <ul style="list-style-type: none"> ✚ Delegate registration systems ✚ MICE activity post report. 	Business traveler average spend (R6 400) x number of delegates (for MICE travel by purpose).	Accurate number of delegates attended can only be retrieved from registration systems and/or post the MICE activity.	MICE activities outcome reports	Annual	N/A	R105m



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Technical Indicator Descriptions (Departmental Indicators)

KP I NO	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	DESIRED PERFORMANCE
3.	Advertising value equivalent (AVE) generated through destination promotion	The KPI measures AVE achieved through public relations to 'measure' the benefit to the City and destination from media coverage received via media releases, campaigns, sponsorships, events, partnerships, collaboration, trade, consumer & roadshows, activations and other marketing activities undertaken by JTC.	To measure Return on Investment on rand value output out of capital input towards advertising.	A quarterly media monitoring reports on destination marketing activities implemented.	AVE = Cost to buy an ad * editorial multiplier	The AVE outcome can only be measured through accredited media monitoring instrument.	Independent reports	Quarterly	16 m



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KP I NO	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	DESIRED PERFORMANCE
4.	Number of MICE activities secured through bidding and support	<p>This KPI measures the number of MICE activities secured through bidding and support.</p> <p>These can be achieved through bidding for MICE activities to the global bodies and producers. The enabler for bidding and support is to get into collaborative arrangements with Professional Conference Organisers, Meeting Planners, Event's Organisers, Associations, Destination Management Companies and Sector Key Role Players</p>	Bidding for/ and supporting MICE activities to attract business tourists in order to effect tourism multipliers in order to stimulate economic growth.	MICE Bid Award Letters and/or endorsement letters/SLA.	Based on bids won and support approved.	Delays in the Bid award process and release of information from partners (where there is non-disclosure agreements)	Bids won and support letters	Annual	N/A

KP I NO	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	DESIRED PERFORMANCE
5.	SMMEs supported by the JTC through tourism related activities	This indicator measures the number of SMMEs supported by the JTC through tourism related activities.	The support involves a basket of services that include, <i>inter alia</i> , participation in events markets, MICE value chain activities, SMME support, access to markets and training or workshops.	List of SMMEs with details of the support rendered obtained from Associations and Opportunity Centres or through Partnership Programmes.	SMME opportunities created through tourism related activities.	Sourcing of SMMEs to be supported is dependent on partners/ associations and opportunity centres.	Event outcome reports	Quarterly	270
6.	Number of youth trained through tourism related skills development programmes	This indicator measures the number of youth who received travel, tourism and hospitality related skills training through JTC tourism programmes.	The indicator is aimed at training youth to be able to participate in the tourism industry with possessing appropriate skills	Youth participants are sourced from City unemployment databases/Ward unemployment/University/Association's lists.	Youth training opportunities created through tourism related activities.	Training reports are dependent on third parties, rolling out training.	Independent training reports	Annual	160



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KP I NO	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	DESIRED PERFORMANCE
7.	Number of EPWP work opportunities created through tourism related activities	This indicator measures the number of work opportunities created under the Expanded Public Works Programme (EPWP).	EPWP creates work opportunities for improved livelihoods. This focuses on employing youth through tourism related activities.	Youth participants are sourced from City unemployment databases, ward employment lists and other collaborative partner databases.	EPWP opportunities created through tourism related activities,	EPWP reports are subjected to data verification for validity.	EPWP reports	Quarterly	220



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KP I NO	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	DESIRED PERFORMANCE
8.	Number of emerging and signature leisure events supported	This KPI measures support on events that attract a high number of visitors to Johannesburg. Events that attract a wide range media spectrum, particularly international and national media. Events that provide Johannesburg with positive marketing and public relations opportunities. Events that demonstrate a positive economic, social and environmental impact. Events that support Johannesburg's facilities and Strategic Assets. Events that address seasonality in Johannesburg. Events that apply responsible and/or sustainable tourism principles. Events that create opportunities for SMMEs. Events that create job (direct or indirect) opportunities. Events that leaves legacy from the hosting of the event.	To increase visitor numbers. To create employment opportunities. To create favourable image for the destination. To address seasonality factor.	Approval report/Post event reports	Economic Impact= number of festival goers * average leisure visitor spend	Events post reports are produced by visitors.	Events post reports	Quarterly	7



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KP I NO	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	DESIRED PERFORMANCE
9.	Number of initiatives to unlock Tourism Supply in the City through strategic partnerships and planning	The supply side of tourism focuses on the most fundamental resources that attract tourists to regions and what the tourism industry brings to the tourist: the natural, cultural and man-made resources with reference to supply base.	To stimulate sector growth in order to diversify offering base.	Tourism Strategy	GDP Input/Tourism Strategy Implementation	Outcomes and recommendations dependent on study outcomes.	Studies/Project reports	Quarterly	6
10.	Strengthen Tourism Sector Institutional Framework	The KPI ensures that, the Institutional Framework for Johannesburg addresses the urgent need for ensuring optimal alignment of stakeholders within the City involved in the management, delivery and support of tourism. This will be achieved through an institutional model that addresses all spheres of public sector activity, ongoing private sector stakeholder engagement as well as the provision of platforms for labour and affected communities. The tourism Sub-Committee as a platform for the aforementioned will be established within the Johannesburg Business Forum.	The JBF sub-tourism committee serves as a platform to exchange views between the public and private sector.	Tourism Strategy Institutional Framework Terms of Reference/Agendas Meeting attendance registers	Tourism Strategy Institutional Framework	Functionality dependent on organised business effective participation	Meeting Minutes	Quarterly	4



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ANNEXURE A 2: CORPORATE KEY PERFORMANCE INDICATORS

Table 33: Corporate KPI's

KPI NO	KPI	INTERVENTION	2022/23 BASELINE	2023/24 BASELINE	2024/25 TARGET	QUARTELY TARGETS				TOTAL BUDGET '000		BUDGET PER QUARTEY '000				MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	CAP EX	OPEX	Q1	Q2	Q3	Q4				
1.	Number of tourists (visitors) coming to Johannesburg	Implementation of the Tourism Strategy	1,5 m	2 m	2,2 m	N/A	N/A	N/A	2,2 m		R2,7m	N/A	R500k	R1m	R1,2 m	Evidence: Independent IHS Markit Regional explorer (S&P Global) report MOV: CEO signoff.	JTC	Economic Growth	DED
2.	Economic impact generated through MICE activities	Implementation of the MICE Support Programme	R31,5 m	R100 m	R105m	Progress Report	Progress Report	Progress Report	R105 m		R3,1m	R500 k	R1m	R1m	R600 k	Evidence: • Bid award letter • SLA with projected economic impact. MOV: Post MICE activity report	JCT	Economic Growth	DED

ANNEXURE A 3: ENTITY PERFORMANCE INDICATORS

Table 34: Entity KPI's

KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2022/23 BASELINE	2023/24 BASELINE	2024/25 TARGET	QUARTERLY TARGETS				TOTAL BUDGET '000		BUDGET PER QUARTERLY '000				MEANS OF VERIFICATION	LEAD	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	CAPEX	OP EX	Q1	Q2	Q3	Q4				
3.	Advertising value equivalent (AVE) generated through destination promotion	Implementation of the Tourism Strategy	R13,5 m	R14 m	R16 m	R3 m	R4 m	R4 m	R5 m	N/A	R4 m	R1 m	R1 m	R1 m	R1 m	Evidence: Omnicor Report MOV: • CEO signoff	JTC	Economic Growth	DED
4.	Number of MICE activities secured through bidding and support	Implementation of the MICE Support Programme	New Indicator	New Indicator	New Indicator	Progress Report	Progress Report	Progress Report	3		R3,1m	R500k	R1 m	R1 m	R600k	Evidence: MICE Bid Award Letters and/or endorsement letters/SLA. MOV: CEO letter of confirmation	JCT	Economic Growth	DED
5.	SMMEs supported by the JTC through tourism related activities	SMMEs supported by the JTC through tourism related activities	200	250	270	50	100	50	70		-	-	-	-	-	Evidence: Approval reports /MOU's MOV:	JTC	Economic	DED



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KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2022/23 BASELINE	2023/24 BASELINE	2024/25 TARGET	QUARTERLY TARGETS				TOTAL BUDGET '000		BUDGET PER QUARTERLY '000				MEANS OF VERIFICATION	LEAD	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	CAPEX	OP EX	Q1	Q2	Q3	Q4				
6.	Number of youth trained through tourism related skills development programmes	Youth trained through tourism related skills development programmes	120	150	160	N/A	N/A	N/A	160		-	-	-	-	R100k	<ul style="list-style-type: none"> List of SMMEs with details of the support rendered/ DED: SEF participation forms for SMMEs/Registers. Evidence: Approval reports /MOU's MOV: <ul style="list-style-type: none"> Certification Attendance registers 	JTC	Economic Growth	DED
7.	Number of Expanded Public Works programmes (EPWP) work opportunities created through tourism related activities	EPWP work opportunities created through tourism related activities	170	200	220	30	90	50	40		-	-	-	-		Evidence: Approval reports /MOU's MOV <ul style="list-style-type: none"> Quarterly report 	JTC	Job Creation	DED



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KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2022/23 BASELINE	2023/24 BASELINE	2024/25 TARGET	QUARTERLY TARGETS				TOTAL BUDGET '000		BUDGET PER QUARTERLY '000				MEANS OF VERIFICATION	LEAD	SUPPORT	CLUSTER			
						Q1	Q2	Q3	Q4	CAPEX	OP EX	Q1	Q2	Q3	Q4							
																			<ul style="list-style-type: none"> List of beneficiaries Copies of employment contracts/ID copies/Registers 			
8.	Number of emerging and signature leisure events supported	emerging and signature leisure events	5	6	7	1	2	2	2	-	R3,2m	R500k	R1,5m	R1m	R200k	Evidence: Approval reports /MOU's MOV: <ul style="list-style-type: none"> Approval reports/Post event reports 	JTC	Economic Growth	DED			
9.	Number of initiatives to unlock Tourism Supply in the City through strategic partnerships and planning	Tourism Development initiatives implemented	New	New	6	N/A	2	2	2	-	R1,5m	-	-	R1m	R500k	Evidence: Approval reports /MOU's MOV: <ul style="list-style-type: none"> Implementation approval reports/SLAs 	JTC	Economic Growth	DED			



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KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2022/23 BASELINE	2023/24 BASELINE	2024/25 TARGET	QUARTERLY TARGETS				TOTAL BUDGET '000		BUDGET PER QUARTERLY '000				MEANS OF VERIFICATION	LEAD	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	CAPEX	OP EX	Q1	Q2	Q3	Q4				
10.	Strengthen Tourism Sector Institutional Framework	Engagements with organised business through the JBF sub-committee	2 engagements	4	4	1	1	1	1	-	-	-	-	-	-	<ul style="list-style-type: none"> Progress reports/Studies or plans 			
																Evidence: meeting invitations and agendas MOV: <ul style="list-style-type: none"> Approval report/ Terms of Reference/ Meeting attendance registers 	JTC	Economic Growth	DED



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ANNEXURE A 3: OPERATIONAL KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATOR	BASELINE 2023/24	2024/25 TARGET	QUARTERLY PERFORMANCE TARGETS				2024/25 BUDGET PER PROJECTS R000					
							TOTAL BUDGET		QUARTERLY BUDGET TARGET			
			Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4
(1) Percentage spent on operating budget against approved operating budget	Not applicable as operations commenced on 01 July 2022	95%	25%	50%	75%	95%	-	-	-	-	-	-
(2) Percentage spent on capital budget against approved capital budget		95%	25%	50%	75%	95%	-	-	-	-	-	-
(3) Percentage of spent on repairs and maintenance to property, plant and equipment.		8%	0%	4%	6.4%	8%	-	-	-	-	-	-
(4) Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred citywide		50%	40%	30%	20%	10%	-	-	-	-	-	-
(5) Percentage of valid invoices paid within 30 days		100%	100%	100%	100%	100%	-	-	-	-	-	-
(6) Percentage resolution of Internal Audit findings		95% resolution of Internal Audit findings (cumulative)	10%	30%	70%	95%	-	-	-	-	-	-



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KEY PERFORMANCE INDICATOR	BASELINE 2023/24	2024/25 TARGET	QUARTERLY PERFORMANCE TARGETS				2024/25 BUDGET PER PROJECTS R000							
							TOTAL BUDGET		QUARTERLY BUDGET TARGET					
			Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4		
(7) Percentage resolution of AG findings <ul style="list-style-type: none"> Quarter 1: 95% of the previous AG letter must be resolved Quarter 2: 95% of the previous AG findings must be resolved as we only getting a new AG letter in November every year while tracking the previous AG letter Quarter 3: 50% of the Current/NEW AG letter finding must be resolved. Quarter 4: 95% of the AG findings must be resolved as the new AG letter would have been with management for period of + 6 months. 	Not applicable as operations commenced on 01 July 2022	95% resolution of AG findings (cumulative)	95 %	95%	50%	95%	-	-	-	-	-	-	-	-
(8) Percentage implementation of the strategic risk management action plan		85%	85%	85%	85%	85%	-	-	-	-	-	-	-	
(9) Percentage achievement of service standards*		85%	85%	85%	85%	85%	-	-	-	-	-	-	-	



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ANNEXURE A 4: OPERATIONAL INDICATOR DEFINITION

KPI	SHORT DEFINITION	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE
(1) Percentage operating budget spent against approved budget	Operational costs spent by the organization against the allocated budget the organization against the allocated budget. The objective is to improve, stabilize and sustain a positive financial position	Financials	Actual costs/Allocated budget *100	None	Cumulative	Monthly	No	95%
(2) Percentage capital budget spent against approved capital budget	The Capex spent on projects against the approved budget. The objective is to improve, stabilize and sustain a positive financial position	Financials	Total Capex spend divide by the budget Capex spend* 100	None identified	Cumulative	Monthly	No	95 %
(3) Percentage of spent on repairs and maintenance to property, plant and equipment.	It measures the level of Repairs & Maintenance to prevent breakdowns and interruptions to service delivery.	Financials	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100	None identified	Cumulative	Monthly	Yes	8%
(4) Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred citywide	Percentage reduction on UIFWE compared to the previous financial year AG finding.	Financials	The UIFW Expenditure closing balance of the current financial year against (will be compared with) the	None	Non-Cumulative	Quarterly/ Annually	No	50%



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KPI	SHORT DEFINITION	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE
			closing balance of the previous financial year.					
(5) Percentage of valid invoices paid within 30 days	It measures the percentage of valid invoices paid within 30 days. The objective is to increase the number paid within 30 days	Financials	Total number of invoices processed for the month/Number of invoices paid within 30 days *100	None identified	Non-cumulative	Monthly	No	100%
(6) Percentage resolution of Internal Audit findings	It measures the number of audit findings resolved against the total number of audit findings issued by the internal audit	Internal Audit Reports	Total number of internal audit findings resolved/total number of internal audit findings (excluding findings that are less than 60 days)*100	None identified	Cumulative	Annually	Yes	95%
(7) Percentage resolution of AG findings	It measures the number of audit findings resolved against the total number of audit findings issued by the AGSA	Internal Audit Reports	Total number of Auditor General findings resolved/total number of Auditor General findings (excluding findings that are less than 60 days)*100	None identified	Cumulative	Annually	Yes	95%
(8) Percentage implementation of the strategic risk	The percentage of strategic risk action plans implemented compared	Governance Report; Strategic	Number of implemented strategic risk action	None identified	Cumulative	Monthly	Yes	85%



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KPI	SHORT DEFINITION	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE
management action plan	to total number of strategic risk action plans.	Risk Plan; Strategic Risk Register and Audit Report	plans divided by total number of strategic risk action plans multiplied by 100					
(9) Percentage achievement of Service Level Standards (SLS)	The percentage of Service Level Standards achieved of the total approved number of Service Level Standards	SLS report	The number of KPIs achieved in the Service Level Standards Agreement against total no of Service Level Standards achieved multiply by 100	None identified	Non-cumulative	Monthly	No	85%



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ANNEXURE A 5: Five (5) Year JTC Indicators and Targets

Table 35: 5 Year JTC Indicators and Targets

KPI #	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Baseline	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of Entity	Cluster Lead	Supporting Department
(1)	To stimulate the Joburg economy	Generate demand for tourism	Number of tourists (visitors) coming to Johannesburg	Implementation of the Tourism Strategy	New indicator	1,5 m	2 m	2.2 m	2.4 m	2.6 m	JTC	Economic Growth	DED
(2)	To stimulate the Joburg economy	Generate demand for tourism	Economic impact generated through MICE activities	Implementation of the MICE Support Programme	New indicator	R31,5 m	R100 m	R105 m	R110 m	R115 m	JTC	Economic Growth	DED
(3)	To stimulate the Joburg economy	Generate demand for tourism	Advertising value equivalent (AVE) generated through destination promotion.	Implementation of the Tourism Strategy (Marketing Plan)	New	R13, 5 m	R14 m	R16 m	R18 m	R20 m	JTC	Economic Growth	DED



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KPI #	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Baseline	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of Entity	Cluster Lead	Supporting Department
(4)	To stimulate the Joburg economy	Generate demand for tourism	Number of MICE activities secured through bidding and support	Implementation of the MICE Support Programme	New indicator	New indicator	New indicator	3	4	5	JTC	Economic Growth	DED
(5)	To stimulate the Joburg economy	Generate demand for tourism	Number of SMMEs supported by the JTC through tourism related activities.	Implementation of the Tourism Strategy	60	200	250	270	290	310	JTC	Economic Growth	DED
(6)	To stimulate the Joburg economy	Create tourism supply	Number of youth trained through tourism related skills development programmes	Implementation of the Tourism Strategy	60	120	150	160	180	200	JTC	Economic Growth	DED



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KPI #	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Baseline	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of Entity	Cluster Lead	Supporting Department
(7)	To stimulate the Joburg economy	Create tourism supply	Number of Expanded Public Works programmes (EPWP) work opportunities created through tourism related activities	Implementation of the Tourism Strategy	110	170	200	220	240	260	JTC	Economic Growth	DED
(8)	To stimulate the Joburg economy	Generate demand for tourism	Number of emerging and signature leisure events supported	Implementation of the Tourism Strategy	3	5	6	7	8	9	JTC	Economic Growth	DED
(9)	To stimulate the Joburg economy	Create tourism supply	Number of initiatives to unlock Tourism Supply in the City through strategic partnerships and planning	Tourism Development initiatives implemented	New	3	6	6	7	8	JTC	Economic Growth	DED



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KPI #	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Baseline	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of Entity	Cluster Lead	Supporting Department
(10)	To stimulate the Joburg economy	Create tourism supply	Strengthen Tourism Sector Institutional Framework	Implementation of the Tourism Strategy	New	2 engagements	4	4	4	4	JCT	Economic Growth	DED





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