



SOUTH AFRICAN TOURISM

PART B: SCOPE OF WORK

SA Tourism Tender Number SAT 232/23 Organisational Development for South African Tourism

Bid Description	
Organisational Development for South African Tourism	
Bidder Name:	
CSD MAA number	MAAA
Tender Number:	SA Tourism Tender number SAT 232/23
Closing Time:	12h00pm
Closing Date:	14 November 2023 (No late submission will be accepted)
Contact Person	Pulane Muligwa
Bid Submission Address	https://e-procurement.southafrica.net Should bidders encounter any issues to access the e-procurement link, queries must be directed in writing to tenders@southafrica.net No tenders transmitted by telegram, hand delivery, telex, facsimile, e-mail, or similar apparatus will be considered. Submissions can only be done online by following the link https://e-procurement.southafrica.net and no late submission will be accepted.
Email Address	Tenders@southafrica.net

ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS - (NOT TO BE RE-TYPED)

THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2022, THE GENERAL CONDITIONS OF CONTRACT (GCC), AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF THE CONTRACT.

1 CLOSING DATE

The closing date for the submission of proposals is **14 November 2023 at 12h00 pm.** No late submissions will be accepted.

2. TENDER SUBMISSION LINK

South African Tourism have developed and implemented an online e-procurement Portal, enabling bidders to respond to procurement opportunities as and when they are issued by South African Tourism.

The portal is the official portal for South African Tourism, which ensures an open, transparent, and competitive environment for any person participating in the procurement processes.

The portal enables a bidder to register as a supplier on the system to RSVP to tender briefings, and to submit tender responses on the portal.

The Portal's URL (<https://e-procurement.southafrica.net>) is compatible with Google Chrome, Microsoft Edge, Internet Explorer, FireFox, and Safari. Interested bidders should, with immediate effect, consider registering and submitting their bid proposals on the portal, which has specifically been developed and implemented for this purpose.

The supplier user manual can be viewed and downloaded on South African Tourism's website at <https://www.southafrica.net/gl/en/corporate/page/tenders>.

All bidders should, therefore, take note that the physical drop-offs and courier of bid responses to South African Tourism's physical address are no longer permitted.

Prospective tenderers must periodically review both <http://www.southafrica.net/gl/en/corporate/page/tenders> and <https://e-procurement.southafrica.net> for updated information or amendments about this tender before due dates.

Tenderers will check the numbers of the pages and satisfy themselves that none are missing or duplicated. No liability will be accepted regarding claims arising from the fact that pages are missing or duplicated.

3 CONTACT AND COMMUNICATION

- 3.1 A nominated/delegated official of the bidder(s) can make inquiries about the bid through the e-procurement platform <https://e-procurement.southafrica.net>. Should a bidder encounter issues accessing the platform, the bidder must do so in writing, through to the specified person, Pulane Muligwa, via email at Tenders@southafrica.net. Bidder(s) must reduce all telephonic inquiries to writing and send through email address.

- 3.2 Bidders are to communicate any technical inquiries through their delegated or nominated official in writing by **03 November 2023 at 12h00 pm on eProcurement platform.**

All responses will be published by **08 November 2023 at 12h00 pm** on the following link:

<https://www.southafrica.net/gl/en/corporate/page/tenders>, and <https://e-procurement.southafrica.net>.

3.3. VALIDITY PERIOD

The tender proposal must remain valid for at least five (5) months after the tender due date. All contributions/prices indicated in the proposal and other recurrent costs must remain firm for the period of the contract.

4 DURATION OF THE CONTRACT

South African Tourism intends to enter into a twenty-four (24) month contract and service level agreement with the successful bidder(s). Unless the parties agree otherwise, the contract will also be subject to a periodic performance evaluation on agreed terms and conditions.

5 DETAILED SCOPE OF WORK

5.1 Background

The assessment's objective is to determine South African Tourism's effectiveness by examining various aspects. These include evaluating how well the organizational structure aligns with the overall strategy, reviewing internal processes, assessing team effectiveness, analyzing people practices, and gauging the organisation's performance levels.

The South African Tourism is currently facing challenges in becoming an employer of choice, as it struggles to attract and retain top talent in the industry. The organization's reputation as an employer is not strong, leading to difficulties in recruiting qualified candidates and high turnover rates. A lack of employee engagement, limited career growth opportunities, and a negative work environment further compound this problem statement. As a result, South African Tourism is unable to position itself as an employer of choice.

5.2 Scope of Work

The scope of work includes:

Organisational Culture Assessment:

- Conduct an assessment of the organisational culture using relevant data and reports.
- Determine if any behaviours and practices hinder achieving strategic objectives.

Organisational Culture Design:

- Use the existing thriving organisational culture to design the desired culture.

- Identify cultural inhibitors and submit recommendations for organisational culture changes.

Organisational Culture Alignment/Transformation:

- Facilitate the implementation of the desired culture.
- Implement initiatives to embed the desired culture.
- Develop mechanisms for reviewing the effectiveness of the implemented culture.
- Define and promote the desired culture and values within the organisation.

Align organisational values with individual behaviours.

- Promote diversity and inclusion.
- Create a positive work environment.

Reposition SA Tourism as an Employer of Choice:

- Align SA Tourism as an Employer of Choice with industry best practices.
- Conduct a comprehensive gap analysis.
- Submit a detailed gap analysis report and implementation plan.

Operating Model and Organisational Structure Assessment:

- Assess the current operating model and organisational structure.
- Identify areas for improvement.
- Develop an implementation plan based on assessment findings and recommendations.

Diagnosis and Assessment:

- Conduct a thorough analysis of the organisation's strengths, weaknesses, opportunities, and threats.
- Assess the current state of the organisation.
- Identify areas for improvement.
- Understand the needs and aspirations of employees.

Human Capital Practices Audit:

- Audit SA Tourism's human capital practices, including the human capital strategy, framework, and Employee Value Proposition.
- Ensure alignment with SA Tourism's strategic objectives.
- Evaluate performance management, career development programs, and succession planning initiatives.
- Provide planning and capability services to support broader workforce strategies.

Teamwork and Collaboration Enhancement:

- Assist in fostering a culture of teamwork, collaboration, and mutual support.

- Implement team effectiveness interventions and coaching.
- Promote open and transparent communication.
- Create opportunities for cross-functional collaboration.

Competency Framework Development:

- Develop a competency framework to guide talent management and development.
- Ensure employees possess the necessary skills and behaviours for driving organisational success.

END