



PART B: SCOPE OF WORK - SAT 260/25 NIGERIA TRAVEL MANAGEMENT COMPANY

BID DESCRIPTION: TRAVEL MANAGEMENT COMPANY FOR WEST AFRICA HUB	
TRAVEL MANAGEMENT COMPANY	
Bidder Name:	
CSD MAA number	MAAA
Tender Number:	SAT Tender number 260/25 Nigeria Travel Management Company (TMC)
Closing Time:	12h00 West African Time
Closing Date:	22 September 2025 (No late submissions will be accepted)
Compulsory Briefing Session:	N/A
Contact Person	Thembelihle Nyide
Bid Submission Address	https://e-procurement.southafrica.net
Envelope Addressing	<p>South African Tourism has developed and implemented an online e-Procurement Portal, which will enable bidders to respond to procurement opportunities as and when they are issued by South African Tourism.</p> <p>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.</p> <p>The portal enables a bidder to register as a supplier on the system and to RSVP to tender briefings and to submit tender responses on the portal.</p> <p>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.</p> <p>The supplier's user manual can be viewed and downloaded on South African Tourism's website</p>

	<p>at https://www.southafrica.net/gl/en/corporate/page/tenders.</p> <p>All bidders should therefore take note that the physical drop-offs and courier of bid responses to South African Tourism's physical address is no longer permitted.</p> <p>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 with regard to this tender, prior to due dates.</p> <p>Failure on the part of the tenderer to sign/mark this tender form and thus to acknowledge and accept the conditions in writing or to complete the attached forms, questionnaires and specifications in all respects may invalidate the tender.</p> <p>Tenders must be completed in black ink where mechanical devices, e.g. typewriters or printers, are not used.</p> <p>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.</p> <p>No tenders transmitted by telegram, hand delivery, telex, facsimile, email or similar apparatus will be considered.</p>
Section	Supply Chain Management
Contact Person	Thembelihle Nyide
Email Address	tenders@southafrica.net

1 CLOSING DATE

The closing date for the submission of proposals is **22 September 2025 at 12:00 pm West African time.** No late submissions will be accepted.

Briefing Session (Not Applicable)

2. E PROCUREMENT TENDER PORTAL AND TENDER DOCUMENTS MARKING

- 2.1 South African Tourism has developed and implemented an online e-Procurement Portal which will enable bidders to respond to procurement opportunities as and when they are issued by South African Tourism.

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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 is 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 with regard to this tender, prior to due dates.

- 2.2 Failure on the part of the tenderer to sign/mark this tender form and thus to acknowledge and accept the conditions in writing or to complete the attached forms, questionnaires and specifications in all respects, may invalidate the tender.
- 2.3 Tenders must be completed in black ink where mechanical devices, e.g. typewriters or printers, are not used.
- 2.4 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 official of the bidder(s) can make enquiries in writing to the specified person, Thembelihle Nyide via email tenders@southafrica.net. Bidder(s) must reduce all telephonic enquiries to writing and send to the above email address.
- 3.2 Bidders are to communicate any technical enquiries through the nominated official in writing, no later than **10 September 2025**.

All responses will be published by **12 September 2025** on the following links:

<https://www.southafrica.net/gl/en/corporate/page/tenders>; and

<https://e-procurement.southafrica.net>.

4 DURATION OF THE CONTRACT

South African Tourism intends to enter into a thirty-six (36) month contract and service level agreement with the successful bidder(s). The contract will also be subject to a periodic performance evaluation on agreed terms and conditions unless the parties involved agree otherwise.

5 DETAILED SCOPE OF WORK

5.1 Problem statement

The purpose of this Request for Proposal (RFP) is to solicit proposals from potential bidder(s) for the provision of a panel of a turn-key travel management solution to South African Tourism Nigeria.

It should specifically be noted that South African Tourism is looking at appointing a traditional Travel Management Company (TMC) which will need to manage all of South African Tourism Nigeria's corporate travel.

This RFP document details and incorporates, as far as possible, the tasks and responsibilities of the potential bidder required by South African Tourism for the provision of travel management services to South African Tourism. This RFP does not constitute an offer to do business with South African Tourism but merely serves as an invitation to bidder(s) to facilitate a requirements-based decision process.

When considering submitting a bid, bidder(s) should be cognisant of the legislation and/or standards specifically applicable to the services required under this RFP.

5.1.1 Definitions

Accommodation means the rental of lodging facilities while away from one's place of abode, but on authorised official duty.

After-hours service refers to an enquiry or travel request that is actioned after normal working hours, i.e. 17h00 to 8h00 on Mondays to Fridays and twenty-four (24) hours on weekends and public holidays

Air travel means travel by airline on authorised official business.

Authorising Official means the employee who has been delegated to authorise travel in respect of travel requests and expenses, e.g. line manager of the traveller.

Car Rental means the rental of a vehicle for a short period by a Traveller for official purposes.

Department means the organ of state, Department or Public Entity that requires the provision of travel management services.

Domestic travel means travel within Nigeria and Ghana.

Emergency service means the booking of travel when unforeseen circumstances necessitate an unplanned trip or a diversion from the originally planned trip.

International travel refers to travel outside of Nigeria and Ghana.

Management Fee is the fixed negotiated fee payable to the Travel Management Company (TMC) in monthly instalments for the delivery of travel management services, excluding any indirect service fee not included in the management fee structure (visa, refund, frequent flyer tickets etc).

Merchant Fees are fees charged by the lodge card company at the point of sale for billback charges for ground arrangements.

Quality Management System means a collection of business processes focused on consistently meeting customer requirements and enhancing their satisfaction. It is expressed as the organisational structure, policies, procedures, processes and resources needed to implement quality management.

Regional travel means travel within the West Africa Hub (Nigeria, Ghana, and other countries within West Africa).

Service Level Agreement (SLA) is a contract between the TMC and South African Tourism that defines the level of service expected from the TMC.

Shuttle Service means the service offered to transfer a Traveller from one point to another, for example, from the place of work to the airport.

Third party fees are fees payable to third party service providers that provides travel related services on an ad hoc basis that is not directly provided by the TMC.

These fees include visa fees, tour operators and courier fees.

Transaction Fee means the fixed negotiated fee charged for each specific service type, e.g. international air ticket, charged per type per transaction per traveller.

Traveller refers to a South African Tourism official, consultant or contractor travelling on official business on behalf of South African Tourism.

Travel Authorisation is the official form utilised by South African Tourism reflecting the details and order number of the trip that is approved by the relevant authorising official.

Travel Booker is the person coordinating travel reservations with the Travel Management Company (TMC) consultant on behalf of the Traveller, e.g. the personal assistant of the traveller.

Travel Management Company, or TMC, refers to the Company contracted to provide travel management services (Travel Agents).

Travel Voucher means a document issued by the Travel Management Company to confirm the reservation and/or payment of specific travel arrangements.

Value Added Services are services that enhance or complement the general travel management services e.g. Rules and procedures of the airports.

VAT means Value Added Tax.

VIP or Executive Service means the specialised and personalised travel management services to selected employees of Government by a dedicated consultant to ensure a seamless travel experience.

5.1.2 Preamble

South African Tourism currently has a TMC agency that is used to manage the travel requisition and travel expense processes within the travel management lifecycle. The travel requisition process is currently a semi-automated process. The travel requisition is manually captured on forms that go through a manual authorisation approval procedure and are then forwarded to South African Tourism's travel co-ordinator.

The travel coordinator captures the requisition into ORACLE (South African Tourism's Purchasing provisioning system), which goes through an approval workflow process and then through to the travel management company for travel booking.

South African Tourism's primary objective in issuing this RFP is to agree with the successful bidder(s) who will achieve the following:

- a) Provide South African Tourism with travel management services that are consistent and reliable and will maintain a high level of traveller satisfaction in line with the service levels;
- b) Achieve significant cost savings for South African Tourism without any degradation in the services;
- c) Appropriately contain South African Tourism's risk and traveller risk.

Hosting is a marketing, sales and educational tool, with the main aim being to promote South Africa as a leisure and business events destination, and is based on the premise that first-hand experience and/or exposure to the destination and the brand better equips the target audience to promote South Africa.

Site Inspections are another form of hosting specific to the business events industry. It is utilised as a means to showcase the feasibility of the country to host a particular business event. Research shows a correlation between increasing familiarity with a destination and increased sales of the destination (Source: South African Tourism Brand Tracker).

The Brand Experience team at South African Tourism uses carefully crafted itineraries/ programmes to showcase South Africa in a way that delivers on our brand promise. Brand Experience is central to how the target audiences experience South Africa as a tourism destination. All hostings are designed in line with the country or business unit marketing strategy and ensure that the experience delivered on the ground matches the marketing communication for that country (including the type and class of accommodation and activities). Thus, Brand Experience hosting is core to delivering on South Africa's brand experience promise.

Several types of audiences/ guests are hosted by South African Tourism in both South Africa and in the market (country office) that we operate in, **Nigeria and Ghana, in this instance**, i.e.:

- Trade
- Media
- Influencers, content creators, business events, media, specialists, measured in terms of reach
- Stakeholders
- Bloggers
- SAT staff (for business, including educationals, hosting, meetings and conferences)

Travel Volumes - Corporate and Hosting

The current South African West Africa annual travel costs include air travel, accommodation, car hire, forex, conference, etc. The table below details the number of transactions for the past 3 years as follows:

Service Category	Expenditure in US Dollars
<ul style="list-style-type: none"> • Air Travel - Domestic & International • Accommodation - Domestic & International • Tour Operator • Accommodation – Domestic & International • Air travel – Domestic & International • Car rental • Others 	The total travel budget for the last 3 years is USD 260 000.00

5.1.3 Service Requirements**5.1.3.1 General**

The successful bidder will be required to provide travel management services. Deliverables under this section include, without limitation, the following:

- (a) The travel services will be provided to all Travellers travelling on behalf of South African Tourism, locally and internationally. This will include employees and contractors, consultants, hosted guests and clients where the agreement is that South African Tourism is responsible for the arrangement and all costs of travel.
- (b) Provide travel management services during normal office hours (Monday to Friday, 08h00 - 17h00) and provide after-hours and emergency services.
- (c) Familiarisation with current South African Tourism travel business processes.
- (d) Familiarisation with the current South African Tourism Travel Policy and implementations of controls to ensure compliance.
- (e) Penalties incurred as a result of the inefficiency or fault of a travel consultant will be for the TMC's account, subject to the outcome of a formal dispute process.
- (f) Objective Criteria:
- (g) Should the recommended bidder and SA Tourism not reach an agreement on the SLA regarding service performance, the penalty may be implemented as a mitigating factor to address the non-performance issues. SAT reserves the right to move to the next acceptable bidder to be included to the panel.
- (h) In cases where SA Tourism had/has current/historic non-performances with a provider, SAT reserves the right to not appoint the specific provider
- (i) Manage the third-party service providers by addressing service failures and complaints against these service providers.
- (j) Consolidate all quotations and invoices from travel suppliers.
- (k) Provide a detailed transition plan for implementing the service without service interruptions and engage with the incumbent service provider to ensure a smooth transition.

5.1.3.2 Reservations

The Travel Management Company will:

- (a) Receive travel requests from travellers and/or travel bookers, respond with quotations (confirmations) and availability, within a reasonable time: 48h for normal requests and 24h for urgent requests. Upon receipt of the relevant approval, the travel agent will issue the required e-tickets and vouchers immediately and send them to the travel booker and traveller via the agreed communication medium.
- (b) Always endeavour to make the most cost-effective travel arrangements based on the request from the traveller and/or travel booker.
- (c) Apprise themselves of all travel requirements for destinations to which travellers will be travelling and inform the traveller of alternative plans that are more cost-effective and more convenient, where necessary.
- (d) Obtain a minimum of three (3) price comparisons for all travel requests where the routing or destination permits.
- (e) Book the negotiated discounted fares and rates where possible.
- (f) Must keep abreast of carrier schedule changes as well as all other alterations and new conditions affecting travel and make appropriate adjustments for any changes in flight schedules before or during the traveller's official trip. When necessary, e-tickets and billing shall be modified and reissued to reflect these changes.
- (g) Book parking facilities at the airports if and when required for the duration of the travel.
- (h) Respond timeously and process all queries, requests, changes and cancellations timeously and accurately.
- (i) Must be able to facilitate group bookings (e.g. for meetings, conferences, educationals, events, etc.) and be able to procure DMC, SMME (Tour Operators) services on behalf of South African Tourism from no less than 3 DMC's (on a competitive price basis) at any given point in time
- (j) Must issue all necessary travel documents, itineraries and vouchers timeously to traveller(s) before departure dates and times.
- (k) Advise the traveller of all visa and inoculation requirements well in advance.
- (l) Assist with the issuing of travel insurance for international trips where required.
- (m) Facilitate any reservations that are not bookable on the global distribution system (GDS).
- (n) Note that, unless otherwise stated, all cases include domestic, regional and international travel bookings.
- (o) Visa applications must be an option if and when required; where not required, the relevant information must be supplied to the traveller(s) where visas will be required.
- (p) Ensure confidentiality in respect of all travel arrangements and concerning all persons requested by South African Tourism.
- (q) Timeous submission of proof that services have been satisfactorily delivered (invoices) as per South African Tourism's instructions. **This must be a turn-key back-office solution where invoices need to be matched to copies of quotes, 3rd party invoices and Purchase Orders and submitted to South African Tourism for signature approval and payment.**

5.1.3.3 Air Travel

- (a) The TMC must be able to book full-service carriers as well as low-cost carriers.
- (b) The TMC will book the most cost-effective airfares possible for domestic travel.
- (c) For international flights, the airline which provides the most cost-effective and practical routings must be considered.
- (d) The TMC should obtain three or more price comparisons where applicable, to present the most cost-effective and practical routing to the Traveller.
- (e) The airline ticket should include the applicable airline agreement number as well as the individual loyalty program number of the Traveller (if applicable).
- (f) Airline tickets must be delivered electronically (SMS and/or email format) to the traveller(s) and travel bookers promptly after booking, before the departure times.
- (g) The TMC will also assist with the booking of charters utilising the existing transversal term contract from the South African National Treasury, where applicable, as well as the sourcing of alternative service providers for other charter requirements.

- (h) The TMC will be responsible for the tracking and management of unused e-tickets as per agreement with the institution, and provide a report on refund management once a quarter.
- (i) The TMC must, during their report period, provide proof that bookings were made against the discounted rates on the published fares where applicable.
- (j) Ensure that travellers are always informed of any travel news regarding airlines (like baggage policies, checking-in arrangements, etc.);
- (k) TMC to process all invoicing for air immediately

5.1.3.4 Accommodation

- (a) The TMC will obtain price comparisons within the maximum allowable rate matrix as per the cost containment instruction of the National Treasury, as shared by South African Tourism.
- (b) The TMC will obtain three price comparisons from accommodation establishments that provide the best available rate within the maximum allowable rate and that are located as close as possible to the venue or office or location, or destination of the traveller.
- (c) This includes planning, booking, confirming and amending accommodation with any establishment (hotel group, private hotel, guest house or Bed & Breakfast) per South African Tourism's travel policy.
- (d) South African Tourism travellers may only stay, as far as practically possible, at Tourism Grading Council star-graded establishments and at accommodation establishments with which South African Tourism has negotiated corporate rates. Should there be no Tourism Grading Council star-graded establishments and no rate agreement in place in the destination, or should the contracted establishment be unable to accommodate the traveller, the TMC will source suitable accommodation bearing in mind the requirement of convenience for the traveller and conformation with acceptable costs, or as stipulated in written directives issued from time to time by the National treasury or South African Tourism.
- (e) Accommodation vouchers must be issued to all South African Tourism travellers for accommodation bookings and must be invoiced to South African Tourism as per arrangement. Such invoices must be supported by a copy of the original hotel accommodation charges (3rd party invoice).
- (f) The TMC must, during their report period, provide proof, where applicable, that accommodation rates were booked within the maximum allowable rates as per the cost containment instruction of the National Treasury.
- (g) Cancellation of accommodation bookings must be done promptly to guard against no-show and late cancellation fees.

5.1.3.5 Car Rental and Shuttle Services

- (a) The TMC will book the approved category vehicle in accordance with South African Tourism's Travel Policy with the appointed car rental service provider from the closest rental location (airport, hotel and venue).
- (b) The travel consultant should advise the Traveller on the best time and location for collection and return, considering the Traveller's specific requirements.
- (c) The TMC must ensure that relevant information is shared with travellers regarding rental vehicles, like e-tolls, refuelling, keys, rental agreements, damages, accidents, etc.
- (d) For international travel, the TMC may offer alternative ground transportation to the Traveller that may include rail, buses and transfers.
- (e) The TMC will book transfers in line with South African Tourism's Travel Policy with the appointed and/or alternative service providers. Transfers can also include bus and coach services.
- (f) The TMC should manage shuttle companies on behalf of South African Tourism and ensure compliance with minimum standards. The TMC should also assist in negotiating better rates with relevant shuttle companies.
- (g) The TMC must during their report period, provide proof that negotiated rates were booked, where applicable.

5.1.3.6 After Hours and Emergency Services

- (a) A dedicated consultant/s must be available to assist VIP/Executive Travellers with after-hours or emergency assistance.
- (b) After-hours services must be provided from Monday to Friday outside the official hours (17h00 to 08h00) and twenty-four (24) hours on weekends and Public Holidays.
- (c) A call centre facility or after-hours contact number should be available to all travellers so that when required, unexpected changes to travel plans can be made and emergency bookings attended to.
- (d) The TMC must have a standard operating procedure for managing after-hours and emergency services. This must include the purchase order generation of the request within 24 business hours.

5.1.3.7 Communication

- (a) All enquiries must be investigated and prompt feedback provided in accordance with the Service Level Agreement.
- (b) The TMC must ensure sound communication with all stakeholders. Link the business traveller, travel coordinator, and TMC in one smooth, continuous workflow.

5.1.3.8 Financial Management

- (a) The TMC must implement the rates negotiated by South African Tourism with travel service providers, or the discounted air fares, or the maximum allowable rates established by the National Treasury, where applicable.
- (b) The TMC will be responsible for managing the service provider accounts. This will include the timely receipt of invoices to be presented to South African Tourism for payment within the agreed period.
- (c) Enable savings on total annual travel expenditure, and this must be reported and proof provided during monthly and quarterly reviews.
- (d) The TMC will be required to offer a 30-day bill-back account facility to South African Tourism. 'Bill back' refers to the supplier sending the bill back to the TMC, who, in turn, invoices South African Tourism for the services rendered.
- (e) Where pre-payments are required for smaller Bed & Breakfast /Guest House facilities, these will be processed by the TMC. These are occasionally required at short notice and even for same-day bookings.
- (f) Consolidate Travel Supplier bill-back invoices.
- (g) The TMC is responsible for the consolidation of invoices and supporting documentation to be provided to South African Tourism's Financial Department within the agreed time period (e.g. weekly). This includes attaching the Travel Authorisation or Purchase Order and other supporting documentation, i.e. quotes, 3rd party invoices, to the invoices reflected on the Service provider bill-back report or the credit card statement.
- (h) Ensure Travel Supplier accounts are settled timeously;
- (i) All Credit notes to be processed within 2 working days;
- (j) All finance-related queries are to be logged in a queries register, and all queries are to be resolved within 2 business days.

5.1.3.9 Technology, Management Information and Reporting

- (a) The TMC must have the capability to consolidate all management information related to travel expenses into a single source document with automated reporting tools.
- (b) All South African Tourism management information and data input must be accurate and stored in accordance to the **Nigerian** law or any legislation that might be applicable.
- (c) Reports must be accurate and be provided as per South African Tourism's specific requirements at the agreed time. The information must be available on a transactional level that reflects details including the name of the traveller, date of travel, and spend category (for example, air travel, shuttle, accommodation).
- (d) South African Tourism may request the TMC to provide additional management reports.
- (e) TMC must be able to consolidate Management Information Systems (MIS) information from other sources, in an agreed format which South African Tourism will provide, into the main MIS reports to give a global view of South African Tourism's travel spend.
- (f) Reports must be available in an electronic format, for example, Microsoft Excel.
- (g) Service Level Agreements reports must be provided on the agreed date. It will include, but will not be limited to, the following:

❖ Travel

- After-hours' Report;
- Compliments and complaints;
- Consultant Productivity Report;
- Long-term accommodation and car rental;
- Extension of business travel to include leisure;
- Upgrade of class of travel (air, accommodation and ground transportation);
- Bookings outside Travel Policy.

❖ Finance

- Reconciliation of commissions/rebates or any volume-driven incentives;
- Creditor's ageing report;
- Creditor's summary payments;
- Daily invoices;
- Reconciled reports for Travel Lodge card statement;
- No show report;
- Cancellation report;
- Receipt delivery report;
- Monthly Bank Settlement Plan (BSP) Report;
- Refund Log;
- Open the voucher report, and
- Open Age Invoice Analysis.

- (h) The TMC will implement all the necessary processes and programs to ensure that all the data is secure at all times and not accessible by any unauthorised parties.

5.1.3.10 Account Management

- (a) An Account Management structure should be put in place to respond to the needs and requirements of South African Tourism and act as a liaison for handling all matters with regard to delivery of services in terms of the contract.
- (b) The TMC must appoint a dedicated Account or Business Manager that is ultimately responsible for the management of the South African Tourism's account.
- (c) The necessary processes should be implemented to ensure good quality management and ensuring Traveller satisfaction at all times.
- (d) A complaint handling procedure must be implemented to manage and record the compliments and complaints of the TMC and other travel service providers.
- (e) Ensure that South African Tourism's Travel Policy is enforced.
- (f) The Service Level Agreement (SLA) must be managed, and customer satisfaction surveys conducted to measure the performance of the TMC.
- (g) Ensure that workshops/training are provided to Travellers and/or Travel Bookers
- (h) During reviews, comprehensive reports on the travel spend and the performance in terms of the SLA must be presented. This should include MIS information from other sources, in an agreed format which South African Tourism will provide, which must be consolidated into the main MIS reports.

5.1.3.11 Value Added Services

The TMC must provide the following value-added services:

- (a) Destination information for regional and international destinations:
- i. Health warnings;
 - ii. Weather forecasts;
 - iii. Places of interest;
 - iv. Visa information;
 - v. Travel alerts;
 - vi. Location of hotels and restaurants;
 - vii. Information including the cost of public transport;
 - viii. Rules and procedures of the airports;

- ix. Business etiquette specific to the country;
 - x. Airline baggage policy; and
 - xi. Supplier updates
-
- (b) Electronic voucher retrieval via web and smartphones;
 - (c) SMS notifications for travel confirmations;
 - (d) Travel audits;
 - (e) Global Travel Risk Management;
 - (f) VIP services for Executives that include, but is not limited to, check-in support.

5.1.3.12 Cost Management

- (a) The National Treasury cost containment initiative and South African Tourism's Travel Policy is establishing a basis for a cost savings culture.
- (b) the TMC Consultant must advise on the most cost-effective option at all times, and costs should be within the framework of the National Treasury's cost containment instructions.
- (c) The TMC plays a pivotal role in providing high-quality travel-related services that are designed to strike a balance between effective cost management, flexibility and traveller satisfaction.
- (d) The TMC should have in-depth knowledge of the relevant supplier(s)' products, to be able to provide the best option and alternatives that are per South African Tourism's Travel Policy to ensure that the Traveller reaches his/her destination safely, in reasonable comfort, with minimum disruption, cost-effectively and in time to carry out his/her business;
- (e) TMC must make proposals to improve travel behaviour and save money.

5.1.3.13 Quarterly and Annual Travel Reviews

- (a) Quarterly reviews are required to be presented by the TMC on all South African Tourism travel activities in the previous three-month period. These reviews must be comprehensive and presented to South African Tourism's Supply Chain Management and Finance teams as part of the performance management reviews based on the service levels.
- (b) Quarterly/Annual Reviews are also required to be presented to South African Tourism's Senior Executives.

5.1.3.14 Office Management

The TMC ensures that high-quality service is delivered at all times to South African Tourism travellers. The TMC is required to provide South African Tourism with highly skilled and qualified human resources for the following roles, but not limited to:

- (a) Senior Consultants
- (b) Intermediate Consultants
- (c) Junior Consultants
- (d) Account Manager (first contact)
- (e) Admin Back Office (Creditors / Debtors/Finance Processors)

5.1.3.15 Pricing model

South African Tourism requires bidders to propose only one pricing model, the transactional fee model.

- a. The transaction fee must be a fixed amount per service. The fee must be linked to the cost involved in delivering the service and not a percentage of the value or cost of the service provided by third-party service providers. The pricing model should include the following options as per APPENDIX 1. The Bidder must further indicate the estimated percentage split between Traditional bookings and Online bookings

5.1.3.16 Volume-driven incentives

It is important for bidders to note the following when determining the pricing:

- (a) National Treasury has negotiated **non-commissionable** fares and rates with various airline carriers and other service providers;
- (b) No override commissions earned through South African Tourism reservations will be paid to the TMCs;
- (c) An open book policy will apply, and any commissions earned through South African Tourism's volumes will be reimbursed to South African Tourism; and
- (d) TMCs are to book these negotiated rates or the best fare available, whichever is the most cost-effective for the institution.

END