



SOUTH AFRICAN TOURISM

GENERAL TENDER CONDITIONS

AND

TENDER - REQUEST FOR PROPOSALS

Tender no SAT 160/19

Request for proposals from reputable and suitably communications companies to submit proposals to be part of a panel of business writers for SA Tourism.

Date issued: 30 August 2019

Tender due date: 23 September 2019 (12h00)

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

WHERE APPLICABLE, THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT

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1. INTRODUCTION

South African Tourism Board (SA Tourism) was established by section 2 of the Tourism Act No 72 of 1993 and continues to exist in terms of section 9 of the new Tourism Act No 3 of 2014. SA Tourism is a schedule 3 A Public Entity in terms of schedule 3 of the Public Finance Management Act 1 of 1999.

The mandate of SA Tourism in terms of the Tourism Act is to provide for the development and promotion of sustainable tourism for the benefit of the Republic, its residents and its visitors. It is common cause that tourism is a key strategic industry in terms of National Tourism Sector Strategy documents as it supports government objectives of alleviating the triple challenges of unemployment, poverty and inequality.

The scope of SA Tourism's business includes three distinct areas of business focus and delivery, with different target markets and segments:

- I. International Leisure tourism (travel trade and consumer); and Domestic leisure tourism (travel trade and consumer)
- II. Business events through the delivery unit the South African National Convention Bureau (Meetings, Incentives, Conferences, Exhibitions);
- III. Quality assurance of tourism establishments through the delivery unit the Tourism Grading Council of South Africa.

The submission of proposals will be in terms of this document. All information requested, must be supplied and all annexures completed, whether such information or annexure refers to the eventual tender or not. This information will form part of the eventual tender and must therefore be completed, as there will not be an opportunity to do so later. Thus it essential that the information supplied is both correct and true.

Prospective tenderers must periodically review <http://www.southafrica.net/gl/en/corporate/page/tenders> for updated information or amendments with regard to this tender, prior to due dates.

2 CLOSING DATE

The closing date for the submission of proposals is **12h00 on Monday, 23 September 2019**. No late submissions will be accepted. Bids received after the closing date and time, at the address indicated in the bid documents, will not be accepted for consideration and where practicable, be returned unopened to the Bidder(s).

3 TENDER DOCUMENTS MARKING

- 3.1 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.
- 3.2 Tenders must be completed in black ink where mechanical devices, e.g. typewriters or printers, are not used.
- 3.3 Tenderers will check the numbers of the pages and satisfy themselves that none are missing or duplicated. No liability will be accepted with regard to claims arising from the fact that pages are missing or duplicated.

- 3.4 Each tender, including 1 original, 1 hard copy and 4 electronic copies, must be submitted in separate sealed envelopes (**Please clearly mark which proposal is the original**) with the following markings:

Tender Number: SAT 160/19
 Description: Panel of Writers
 Closing date: 12h00 on 23 September 2019
 Name of Company: (Tenderer)
 Contact Person: (Tenderer)

- 3.5 Tenders should be hand delivered or couriered to the following address so as to reach the destination no later than the closing date and time:

Hand delivered to:	Couriered To:
The locked tender box located in the foyer in the reception area at:	The Supply Chain Management Compliance Officer
South African Tourism	South African Tourism
Bojanala House	Bojanala House
90 Protea road	90 Protea road
Chislehurst	Chislehurst
Sandton, 2146	Sandton, 2146

4. CONTACT AND COMMUNICATION

- 4.1 A nominated official of the bidder(s) can make enquiries in writing, to the specified person, Mrs. Pulane Muligwa via email pulane@southafrica.net and/or +27 11 895 3016. Bidder(s) must reduce all telephonic enquiries to writing and send to the above email address.
- 4.2 Bidders are to communicate any technical enquiries through the nominated official in writing, no later than the **09 September 2019**. Responses will thus be published on the SAT website by the 16 September 2019.
- 4.3 Any communication to an official or a person acting in an advisory capacity for SA Tourism in respect of the bid between the closing date and the award of the bid by the Bidder(s) is discouraged.
- 4.4 All communication between the Bidder(s) and SA Tourism must be done in writing.
- 4.5 Whilst all due care has been taken in connection with the preparation of this bid, SA Tourism makes no representations or warranties that the content of the bid or any information communicated to or provided to Bidder(s) during the bidding process is, or will be, accurate, current or complete. SA Tourism, and its employees and advisors will not be liable with respect to any information communicated which may not accurate, current or complete.
- 4.6 If Bidder(s) finds or reasonably believes it has found any discrepancy, ambiguity, error or inconsistency

in this bid or any other information provided by SA Tourism (other than minor clerical matters), the Bidder(s) must promptly notify SA Tourism in writing of such discrepancy, ambiguity, error or inconsistency in order to afford SA Tourism an opportunity to consider what corrective action is necessary (if any).

- 4.7 Any actual discrepancy, ambiguity, error or inconsistency in the bid or any other information provided by SA Tourism will, if possible, be corrected and provided to all Bidder(s) without attribution to the Bidder(s) who provided the written notice.
- 4.8 All persons (including Bidder(s)) obtaining or receiving the bid and any other information in connection with the Bid or the Tendering process must keep the contents of the Bid and other such information confidential, and not disclose or use the information except as required for the purpose of developing a proposal in response to this Bid.

5 SECURITY AND INTEGRITY CLEARANCE

All information documents, records and books provided by SA Tourism to any tenderer, in connection with the invitation to tender or otherwise, are strictly private and confidential. These will not be disclosed by any tenderer to any third party, except with the express consent of SA Tourism, which will be granted in writing prior to such disclosure. SA Tourism, however, reserves the right to disclose any information provided by any tenderer to any of the employees of SA Tourism for successful tenders.

A proposal for award will be rejected if SA Tourism determines that the supplier recommended for award, has engaged in corrupt or fraudulent activities in competing for the contract in question.

SA Tourism may require contractors to permit SA Tourism to inspect their accounts and records relating to the performance of the contract and to have them audited by auditors appointed by SA Tourism.

5.1 FALSE INFORMATION

Should the Tenderer provide and/or provides SA Tourism intentionally or negligently with false and/or misleading information or intentionally or negligently omitted any material fact that may have rendered any statement made by the Tenderer misleading, in connection with this Tender Request for Proposal or supporting information or any subsequent requests for information and/or such misleading and/or false information and/or omission of any material fact induced SA Tourism in awarding the Tender and/or concluding any subsequent agreement shall entitle SA Tourism in its sole discretion forthwith to disqualify the Tenderer and/or to immediately terminate any agreements subsequently entered into without prejudice to any of the rights SA Tourism has in terms of such agreement and/or any law.

5.2 VAT, DUTIES AND OTHER TAXES

Prices must be quoted inclusive of VAT/GST and all other relevant taxes and duties (where applicable) and should be shown separately.

- 5.2.1 The full price under this tender must be quoted in the respective currency the bidder intends to operate with i.e. Brazilian Real or Argentine Peso where SA Tourism will use the spot exchange rate at the time of bid closing to determine the South African Rand equivalent for comparative pricing purposes.

Foreign currency risks will for the bidders own account and should be considered when drafting financial proposals as these will not be re-considered nor renegotiated at a later stage by SA Tourism.

6 SPECIAL TENDER CONDITIONS

This tender and its acceptance will be subject to the terms and conditions described below.

SA Tourism is/will not be liable for any costs incurred in preparation and delivery of tenders.

All documents, samples and materials submitted as part of a tender becomes the property of SA

Tourism, and yet in any event SA Tourism will not be liable for loss or damage to any documents, samples and materials submitted.

6.1 TENDER SURETY

SA Tourism requires no proposal surety, but tenderers should note the conditions set out below. however SA Tourism reserves the right to review this position at contractual stages.

6.2 DOWNSCALING OF WORK

SA Tourism reserves the right to downscale the required services should the need arise. In such cases, SA Tourism will only downscale such services after every completed contractual period of 12 months. At least 3 months' notice of such downscaling will be provided to the successful bidder.

6.3 VALIDITY PERIOD

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

6.4 COMPLETENESS OF THE SOLUTION

The tenderer must complete all documents in full and submit these with the proposal. Failure to comply with these requirements may invalidate the tenderer or disqualify the proposal.

Notwithstanding any possible shortcomings and / or inconsistency in the specifications, the tenderer must ensure that the solution offered will form a complete, cost effective and functional proposal for the whole project solution.

6.5 CONTRACTUAL IMPLICATIONS

The tenderer must complete all documents in full and submit these with the proposal. Failure to comply with these requirements may invalidate the tenderer or disqualify the proposal.

6.5.1 Upon submission of the tender response, the Tenderer is unconditionally bound by the terms and conditions of the Request for Proposal (RFP) and the tender response. In the event of any conflict or confusion arising between the terms and conditions of the RFP and the tender response, the RFP shall prevail.

6.5.2 The Tenderer acknowledges that awarding of the Tender is based solely on the information supplied in the tender response, accordingly the relevant Terms and Conditions of the Request for Proposal and the tender response will be incorporated in the subsequent written agreement, unless otherwise provided by SA Tourism.

6.5.3 Other than providing rights to SA Tourism, nothing in this Tender Request and tender response should be construed to give rise to SA Tourism having any obligations or liabilities whatsoever, express or implied.

6.5.4 The successful Tenderer shall only be entitled to render services and/or provide goods to SA Tourism once a separate written contract, which should be aligned to "GOVERNMENT PROCUREMENT GENERAL CONDITIONS OF CONTRACT". (Please visit <http://www.treasury.gov.za/divisions/ocpo/sc/GeneralConditions/default.aspx>) for further information issued in 2010 in this respect), has been signed by both the Tenderer and SA Tourism, whereupon the Request for Proposal and tender response will cease to have force and effect.

6.5.5 The successful tenderer will assume sole responsibility, regardless of any third party or subcontracting agreements it may enter into.

6.5.6 The terms and conditions of this Request for Proposal and any agreement entered into between SA Tourism and Tenderer as a result of a successful proposal by the Tenderer to this Request for Proposal (RFP160/19) shall always be interpreted and subject to the laws of the Republic of South Africa and the

jurisdiction of the South Gauteng High Court in Johannesburg. The terms and conditions of this sub-clause 5.5.6 shall survive any subsequent contractual provision or agreement attempting to evade, amend or nullify the said provisions of this sub - clause 5.5.6 to the Request for Proposal.

6.6 CONDITIONS OF PAYMENT

No service should be provided to SA Tourism in terms of this tender and no amount will become due and payable by South African Tourism before:

- a cost estimate has been provided by the service provider/supplier.
- an official purchase order has been issued to the supplier where service delivery will be within the specified time scale after the receipt of the official purchase order; and

Unless otherwise determined in the contract or other agreement, all payments due to creditors will be settled within 30 days from receipt of an invoice or, in the case of civil claims, from the date of settlement or court judgment. This implies that amounts owing will be paid within 30 days from receipt of invoice if the goods, works or services were delivered to the satisfaction of SA Tourism.

Notwithstanding any provisions in this document, no payment will become due or payable unless the invoice is accompanied with:

- a statement, reconciling all monies already paid and still outstanding; and
- all relevant supporting documentation.

All invoices to be issued in the relevant currency in which the contract is done with SA Tourism. No GST or VAT may be levied on work that meets the criteria of an export.

Tenderer shall be responsible for any foreign exchange losses incurred due to currency fluctuations, without having any recourse whatsoever against SA Tourism for such loss.

6.7 QUALITY ASSURANCE

All services rendered by the Tenderer, its personnel, agents or sub-contractors will be subject to ongoing evaluation to determine its effectiveness and will be so guaranteed for the full contract period by the Tenderer after acceptance by SA Tourism.

6.8 INTELLECTUAL PROPERTY RIGHTS

All intellectual property rights, applicable to the awarded bidder, including, but not limited to, copyright, trademarks, design rights, patent rights and other similar rights in any works or products created as a result of the performance of contract by the successful bidder will vest in, and should be assigned to SA Tourism, unless specifically agreed otherwise, in the form of individual written Agreements signed by both parties.

6.9 AWARDING OF CONTRACT

Proven relevant experience and success, as well as the ability to deliver services required will be important considerations. By the submission of tender, each submitter warrants that he/she/it is highly skilled, professional, competent and experienced in the area for which he/she has tendered. Any work performed by a successful tenderer will be evaluated.

The tenderer also warrants that the service provided will be of a superior standard, and is unlikely to cause undue difficulties.

The proposal may be awarded, in part or in full, at the sole discretion of SA Tourism, to one or more concerns on a non-exclusive basis. Proposals that are qualified by a tenderer's own conditions may be rejected as being invalid, and failure of the submitter to renounce such conditions when called upon to do so may invalidate the proposal.

SA Tourism may request clarification or additional information regarding any aspect of the proposal.

The tenderer must supply the requested information within 24 hours after the request has been made, otherwise the tenderer may be disqualified. SA Tourism may also request a demonstration, and submitters must comply with such a request within 24 hours.

7 TERMINATION OF CONTRACT

SA Tourism reserves the right to curtail the scope of any tender awarded or to curtail any aspect of any tenderer. In the event of any such curtailment, the tenderer will have no claim against SA Tourism.

SA Tourism also reserves the right to terminate, in SA Tourism's sole discretion and without providing any reason for the termination, the award of any proposal to any party if such party breaches, on 2 or more occasions, any component of the Service Level Agreement to be signed by both the supplier and SA Tourism.

8 PROPOSAL SUBMISSION

All annexures must be completed in full, using the given numbering format. All attachments or references to attachments must be clearly marked and specific to information required. Compliance or Non-compliance with detailed information must be indicated per paragraph as per numbering format if there are additional and/or alternative products/services, options must be separately tendered for in the form of a separate proposal, and with a complete schedule describing deviations from specifications and technical brochures must be submitted where applicable.

Own conditions submitted by small, micro enterprises will be considered sympathetically by SA Tourism, however SA Tourism reserves the right to call upon the tenderer to renounce such conditions.

If any of the conditions on this tender form are in conflict with any special conditions, stipulations or provisions incorporated in the tender, such special conditions, stipulations or provisions will apply.

ANNEXURES TO TENDER - REQUEST FOR PROPOSAL

8.1 ANNEXURE A: DETAILED SPECIFICATION OF GOODS & SERVICES

8.2 ANNEXURE B: COMPANY INFORMATION

An affidavit detailing the company structure, classification, sector, assets etc. of a firm is required. The affidavit provides vital information required to evaluate a tender e.g. the SMME/ HDI status of a firm may be ascertained from the information provided. It is therefore compulsory that the document be completed and stamped by a Commissioner of Oath.

No HDI/SMME information needs to be provided by legal entities registered outside the Republic of South Africa.

In the case of more than one party participating in a joint venture that jointly submit a tender for work, the information of all legal entities participating in the joint venture must be provided.

8.3 ANNEXURE C: DETAILED BREAKDOWN OF TOTAL COST AND STANDARD SERVICES

8.4 ANNEXURE D: ACCEPTANCE OF GENERAL TENDER CONDITIONS OF SOUTH AFRICAN TOURISM

8.5 ANNEXURE E: DECLARATION OF INTEREST FOR TENDERS

8.6 ANNEXURE F: TENDER ENTERPRISE DECLARATION AFFIDAVIT:

An affidavit detailing the company structure, classification, sector, assets etc. of a firm is required. The affidavit provides vital information required to evaluate a tender e.g. the SMME/ HDI status of a firm may be ascertained from the information provided. It is therefore compulsory that the document be completed and stamped by a Commissioner of Oath.

8.7 ANNEXURE G: NATIONAL TREASURY CENTRALISED SUPPLIER DATABASE:

To demonstrate compliance to legal and commercial information bidders are required to attach proof of their successful supplier registration on National Treasury's Centralized Supplier Database (CSD).

SA Tourism will not consider any bids from bidders whose tax status is not valid on CSD or where substantive proof is provided that such tax matter are indeed in order.

Bidders who are not registered on CSD can do so on <https://secure.csd.gov.za/>

In bids where Consortia / Joint Ventures / Sub-contractors are involved, each party must submit a separate centralized supplier database registration report.

Where relevant, failure to submit proof of CSD registration may invalidate a tender and/or inclusion in any list or database of prospective suppliers. SA Tourism will not award a bid if proof of CSD registration with a valid tax status is not provided by the bidder by the time of the award.

This section is however not applicable to enterprises operating as legal entities outside the borders of the Republic of South Africa.

8.8 ANNEXURE H: DECLARATION OF BIDDER'S PAST SUPPLY CHAIN MANAGEMENT PRACTICES

This annexure serves as a declaration to be used by institutions in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse of the supply chain management system.

The tender of any tenderer may be disregarded if that tenderer, or any of its directors have:

- Abused the institution's supply chain management system;
- Committed fraud or any other improper conduct in relation to such system; or
- Failed to perform on any previous contract.

8.9 ANNEXURE I : CERTIFICATE OF INDEPENDENT BID DETERMINATION

SA TOURISM BUSINESS UNITS AND COUNTRY OFFICES

SA Tourism executes a broad spectrum of segment-specific marketing activities and support activities throughout the world through its various Business Units.

Details of these are as follows:

1	Office of the CEO	Internal Audit
2	Chief Strategy Officer	Insights Analytics
3	Chief Corporate Services	Corporate Governance Corporate Communications and Stakeholder Relations Human Capital Information and Communications Technology
4	Chief Financial Officer	Financial Management Supply Chain and Asset Management Corporate Legal Services
5	Chief Conventions Bureau Officer	Meetings, Incentives, Conference & Events sales Exhibitions and Strategic Events Business Events development and Services Support
6	Chief Operations Officer	Embassy Liaison South Africa * Domestic Marketing Africa Angola West Africa * Europe South Europe Hub France * Spain Portugal Italy Central Europe hub Germany * Austria

		<p>Switzerland UK and Ireland Hub UK * Ireland North Europe Hub Netherlands * Belgium Nordics</p> <p>Americas North Americas Hub US * Canada South Americas Hub Brazil Argentina Chile</p> <p>Asia, Australasia, Middle East Australia and New Zealand Hub Australia * New Zealand Middle East India * Middle East South East Asia Pacific China * Japan *</p>
7	Chief Marketing Officer	<p>Brand and Marketing Global Trade Relations Global Public Relations and Communications Quality Assurance</p>

* SA Tourism operates physical offices

9 ANNEXURE A: DETAILED SPECIFICATION OF GOODS AND SERVICES

9.1 Terms of reference

SA Tourism's mission is to contribute to inclusive economic growth by increasing the volume of tourists and the value contributed to the South African economy. At the centre of its operations sits the commitment to insights-driven decision-making, through high-quality research and analytics. While SA Tourism has invested heavily in building the knowledge bank of tourism information over the past decade or more, efforts to improve the packaging and communication of tourism intelligence and insights is required.

SA Tourism has a number of stakeholders that reference and rely on the intelligence and insights generated by its Strategy, Insights and Analytics (SIA) business unit. The stakeholders range from the SA Tourism Board to national government (Ministry, Portfolio Committee, Department of Tourism, other national government departments), provincial government to the tourism industry and media.

Currently the reports which are produced by (SIA) contain data and information that is currently not appropriately written or is too complex for users to understand. The SIA team are adept in conducting high-quality analysis, but less effective in writing the findings.

Through this tender, SA Tourism is looking to appoint a panel of writers and editors experienced in producing business reports and articles. The requirement is for the panel to

9.2 Scope of work

To support SA Tourism on its journey to be an insights-led destination marketing organisation, we are looking to appoint a panel of suitably qualified writers and editors to partner with over a three year to five year term to assist SIA in delivering high quality business reporting. The panel will be required to support SIA by:

1. Writing reports for various stakeholders
2. Editing reports for various stakeholders
3. Transferring basic writing skills to the SIA team in a one day workshop session.
4. Developing a style guide for SA Tourism intelligence and insight reports.

This includes mandatory compliance quarterly and annual reports, parliamentary reports, annual company reports, speeches etc. The style of writing should be aligned to the type of reports above. The two main consumers of the reports are government and business.

9.3 Proposals

Suitably qualified writers and editors are required to submit proposals that demonstrate

- Capability, in the form of credentials, to support SA Tourism in delivering high-quality business reports;
- Examples of work delivered;
- At least three written references not older than 18 months;
- Detailed rate card.

Proposals will be accepted from either freelance writers / editors as well as companies who offer these services.

9.4 Commissioning of future work

As various reports are produced for various stakeholders at various intervals, SA Tourism will award individual projects on the basis of the panel members expertise and experience on the subject matter. SA Tourism will to best of our ability share the work amongst the panel members based on the above.

9.5 Pricing schedule

SA Tourism will earmark realistic budgetary resources where the preparation of a well-thought-through cost estimate is essential. A detailed pricing schedule should be included in the bid proposal, detailing all aspects to deliver the requirements to SA Tourism as required under this tender. The detailed pricing

schedule should, for the avoidance of doubt, also be summarised under section 11 of the bid document. For the purpose of evaluation, the price shall include all local taxes and other reimbursable expenses. The proposal with the lowest price will obtain the maximum points for price as prescribed in the RFP. Proposals with higher prices will proportionately obtain lower points according to the method as prescribed in the RFP.

9.6 Conflict of interest

Service providers will be required to provide professional, objective and impartial advice and at all times hold the SAT's interests paramount, without any consideration for future work and strictly avoid conflicts with other assignments or their own corporate interests.

Consultants will not be considered for any assignment that would be in conflict with their prior or current obligations to other clients, or that may place them in a position of not being able to carry out the assignment in the best interest of SAT. Without limitation on the generality of this rule, consultants will not be hired under the following circumstances:

- A firm hired to provide consulting services for the preparation or implementation of a project and any of its affiliates, will be disqualified from subsequently providing goods or works or services related to the initial assignment (other than a continuation of the firm's earlier consulting services) for the same project, unless the various firms (consultants, contractors, or suppliers) are performing the contractor's obligations under a turnkey or design-and-build contract;
- Consultants or any of their affiliates will not be hired for any assignment which, by its nature, may be in conflict with another assignment of the consultants. As an example, consultants hired to prepare an engineering design for an infrastructure project should not be engaged to prepare an independent environmental assessment for the same project, and consultants assisting a client in the privatization of public assets should not purchase, nor advise purchasers of such assets.

9.7 Association between consultants

Service providers may associate with each other to complement their respective areas of expertise, or for other reasons. Such an association may be for the long term (independent of any particular assignment) or for a specific assignment. The "association" may take the form of a joint venture or a sub-consultancy. In case of a joint venture, all members of the joint venture should sign the contract and are jointly and severally liable for the entire assignment. Once the bids or Requests for Proposals (RFPs) from service providers are issued, any association in the form of joint venture or sub-consultancy among firms should be permissible only with the approval of SAT. SAT will not compel consultants to form associations with any specific firm or group of firms, but may encourage associations with the aim to enhance transfer of skills.

9.8 Short listing

The evaluation process might call for additional information and presentations from short-listed bidders (bidders who meet the minimum criteria for functionality).

9.9 Bid protocol and packaging of bids

Bidders should take precaution to not contravene the provisions of Section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, which prohibits an agreement between, or concerted practice by, firms, or a decision by an association of firms, if it is between parties in a horizontal relationship and if it involves collusive bidding (or bid rigging).

An agreement to engage in a restrictive horizontal practice is presumed to exist between two or more firms if -

- a) any one of those firms owns a significant interest in the other, or they have at least one director or substantial shareholder in common; and
- b) any combination of those firms engages in that restrictive horizontal practice;
- c) an agreement for co-operation between two or more competing businesses operating at the same level in the market;

- d) Price fixing- an arrangement in which several competing businesses make a secret agreement to set prices for their products to prevent real competition.

9.9.1 Proposals are expected to be presented in one pack. The pack, however, should be noticeably subdivided into 3 parts in the following order: Bid protocol and packaging of bids

Part A: Documents and information relating to the vetting of company/commercial information where the following information and supporting documents should be provided in sequential order, for vetting and verification purposes:

- a) Cover letter introducing your company;
- b) Original valid tax clearance certificate;
- c) Valid certified copy if B-BBEE certificate;
- d) Proof of Vat registration;
- e) Copies of latest audited Statement of financial position, Statement of financial performance and Cash flow statement and latest audit report (issued by independent auditors). Shortlisted bidders will be required to submit full set of latest financials upon request from SAT),
- f) Proof of registration with Unemployment Insurance Fund and Workmen's Compensation Fund;
- g) Letter of Good standing - Compensation Fund (COIDA);
- h) Certified copy of Companies and Intellectual Property Commission (CIPC) registration documents;
- i) Certified copies of South African Identity Documents or Valid Passports of Members, Directors or owner (*Copy with original stamp*);
- j) Certified copies of all latest share certificates, in case of a company (*Copy with original stamp*);
- k) Bidders must have specific experience and submit at least three recent references (in a form of written proof(s) on their client's letterhead including relevant contact person(s), office telephone & fax number, website and email address) where similar work were undertaken.

Part B- All documents and completed annexures of the Request for Proposal (RFP) in sequential order as they have been issued where bidders are required to:

- a) Initial each page of the Request For Proposal (RFP) to confirm that they have read and understood the contents of the bid;
- b) Duly complete all Standard Bidding Documentation (SBD's) as required from section 9 onwards, including Annexure A-K and provide certificates where relevant.

Should all of these documents not be included, the bidder may be disqualified on the basis of non-compliance/ non-responsiveness.

Part C- Credentials against the proposed scope of services, including a cover letter introducing your company and any information which will demonstrate:

- a) Bidders' capability to provide the required services, this may include but not limited to resources e.g. equipment, staff, asset register, global footprint etc. in line with SAT's request for proposals (RFP);
 - b) Proof of previous relevant experience;
 - c) Any value added services relevant to this assignment;
 - d) Proposed team structure and skills of team members who will be assigned assignments;
 - e) A detailed cost breakdown based on your understanding of what the scope of work will entail.
- Companies who fail to adhere to the above requirements; risk being disqualified from the evaluation process.

9.10 Anti-Corruption Compliance

SA Tourism is committed to conducting its business ethically and to achieving and maintaining the highest standards of corporate governance, particularly in respect of anti-corruption compliance. We require all of our business partners, suppliers, vendors, contractors and service providers, who play an important and valued role in our continuing business success, to behave ethically and to avoid engaging in corrupt business activities.

To assist SA Tourism in respect of its commitment to ethical business practices, all successful bidders are required to complete an anti-bribery compliance questionnaire and thereafter to undergo an anti-bribery due diligence check ; the outcome thereof may determine, at SA Tourism's discretion, whether SA Tourism will enter into any contractual agreement or other arrangements with the supplier, or not.

SA Tourism reserves the right to disqualify bidders based on the results and outcomes of its risk based anti-bribery due diligence procedures and will not furnish reasons for such decisions.

Successful bidders will further be required to sign warranties and undertake contractually that, in carrying out their responsibilities on behalf of SA Tourism, neither they nor their owners, officers, directors, employees, or their agents or subcontractors will pay, offer, or promise to pay, or authorize the payment directly or indirectly, of any money, gift, or anything of value to any government official or anyone else for the purpose of influencing any act or decision of such official or of the government to obtain or retain business, or to direct business to any person.

9.11 Period of appointment

The appointment of the successful bidder will be subject to the signing of a contract and service level agreement for a period of Five (5) years .

9.12 Evaluation process

The evaluation process will comprise of the following phases:

Phase 0	Phase 1	Phase 2	Phase 3
Administration and Mandatory bid requirements	Functionality	Price and B-BBEE	Recommendation and Appointment
Compliance with administration and mandatory bid requirements	Bids will be evaluated in terms of functionality (Refer to section 9.12.2 of the bid document)	Comparative prices and B-BBEE level of contribution (Refer to section 9.9.3)	Recommendation to SA Tourism Bid Adjudication Committee and appointment

9.12.1 Phase 0: Pre-qualification Criteria

Without limiting the generality of SA Tourism's other critical requirements for this Bid, bidder(s) must submit the documents listed paragraph 9.9.1.

All documents must be completed and signed by the duly authorised representative of the prospective bidder(s). During this phase Bidders' response will be evaluated based on compliance with the listed administration and mandatory bid requirements. The bidder(s) proposal may be disqualified for non-submission of any of the documents.

9.12.2 Phase 1: Functional Evaluation Criteria = Weighting of 100 basis points

All bidders are required to respond to the technical requirements of the solution as outlined under paragraph 9.12.2

Only Bidders that have met the Pre-Qualification Criteria in (Phase 0) will be evaluated in Phase 1 for functionality. Functionality will be evaluated as follows:

- i. Desktop Technical Evaluation - Bidders will be evaluated out of a weight of 100 where bidders will be required to achieve a minimum threshold of 70% . Bidders who does not meet the 70% minimum threshold will be eliminated and will not be considered for further evaluation.
- ii. Only bidders who have met the minimum threshold under the (i) and the subsequent minimum threshold under (ii) will be advanced to Gate 2 for further evaluation.

The Bidder's information will be scored according to the following points system:

Evaluation criteria	Weighting
<p>Bidders relevant experience to the assignment specifically demonstrating capacity and capability pertaining to editing / writing of reports: 3 years up to 5 = 3, + 5 years up to 7 = 4, more than 7 years = 5</p> <p>The bidder is required to provide three (3) contactable client references where its services can be verified. References should be presented in a form of a written letter on an official letterhead from clients where similar services have been provided and should not be older than three (3) years.</p>	15
<p>Quality of Writing</p> <p>Attached in the annexure J is an example of a content piece that needs to be written. The output of the piece will be evaluated in terms of quality, ease of reading, accuracy and suitability for the audience.</p>	65
<p>Understanding of tourism sector Bidder must demonstrate strong knowledge of key concepts in tourism, the tourism context in South Africa, knowledge of tourism trends</p> <ul style="list-style-type: none"> • 3 = 2 tourism projects conducted in the past 3 years • 4 = 3 tourism projects conducted in the past 3 years 5 = 4 and more tourism projects conducted in the past 3 years 	20
	100 tw - total weight

Bids proposals will be evaluated strictly according to the bid evaluation criteria stipulated in this section.

9.12.3 Bidders must, as part of their bid documents, submit supportive documentation for all functional requirements as indicated in the Terms of Reference. The panel responsible for scoring the respective bids will evaluate and score all bids based on information presented in the bid proposals in line with the RFP and the subsequent system demonstration.

9.12.4 The score for functionality will be calculated as in terms of the table below where each Bid Evaluation Committee (BEC) member will rate each individual criterion on the score sheet using the following value scale:

Rating	Definition	Score
Excellent	Exceeds the requirement. Exceptional demonstration by the bidder of the relevant ability, understanding, experience, skills, resources and quality measures required to provide the goods / services. Response identifies factors that will offer potential added value, with supporting evidence.	5
Good	Satisfies the requirement with minor additional benefits . Above average demonstration by the bidder of the relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services. Response identifies factors that will offer potential added value, with supporting evidence.	4

Acceptable	Satisfies the requirement. Demonstration by the supplier of the relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services, with supporting evidence.	3
Minor Reservations	Satisfies the requirement with minor reservations . Some minor reservations of the supplier's relevant ability, understanding, experience, skills, resources and quality measures required to provide the goods / services, with little or no supporting evidence.	2
Serious Reservations	Satisfies the requirement with major reservations . Considerable reservations of the supplier's relevant ability, understanding, experience, skills, resources and quality measures required to provide the goods / services, with little or no supporting evidence.	1
Unacceptable	Does not meet the requirement . Does not comply and/or insufficient information provided to demonstrate that the supplier has the ability, understanding, experience, skills, resource & quality measures required to provide the goods / services, with little or no supporting evidence.	0

- 9.12.5 The value scored for each criterion will be multiplied with the specified weighting for the relevant criterion to obtain the marks scored for each criterion. These scores will be added and expressed as a fraction of the best possible score for all criteria. The total score will be converted to a percentage.
- 9.12.5 Only Bidders that have met the 70% threshold in **phase 1 - Functionality** will be evaluated in phase 2 for price and BBEE level of contribution.
- 9.12.6 The total points for price evaluation (out of 80) and the total points for BBEE evaluation (out of 20) will be consolidated. The bidder who scores the highest points for comparative pricing and B-BBEE status level of contributor after the consolidation of points will be considered as the preferred bidder who SA Tourism will enter into further negotiations with.
- 9.12.7 Upon the successful negotiation and signing of a contract and services level agreement with the preferred bidder all other bidders will be considered as unsuccessful.

Failure on the part of a bidder to fill in and/or to sign this form and submit a B-BBEE Verification Certificate

9.12.8 PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2017

NB: BEFORE COMPLETING THIS FORM, BIDDERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF B-BBEE, AS PRESCRIBED IN THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017.

GENERAL CONDITIONS

9.12.8.1 The following preference point systems are applicable to all bids:

The tender will be evaluated on either the 80/20 or 90/10 preference point system. Once a tender is received, the lowest acceptable tender will be used to determine the preference point system to be used for the evaluation of tenders.

Where the lowest acceptable tender is below R50 million, the 80/20 preference point system must be used. If the lowest acceptable tender is above R50 million, the 90/10 preference point system will be used.

9.12.8.2 Points for this bid shall be awarded for:

- (a) Price; and
- (b) B-BBEE Status Level of Contributor.

9.12.8.3 The maximum points for this bid are allocated as follows:

	POINTS
PRICE	80/90
B-BBEE STATUS LEVEL OF CONTRIBUTOR	20/10
Total points for Price and B-BBEE must not exceed	100

9.12.8.4 Failure on the part of a bidder to submit proof of B-BBEE Status level of contributor together with the bid, will be interpreted to mean that preference points for B-BBEE status level of contribution are not claimed.

9.12.8.5 SA Tourism reserves the right to require of a bidder, either before a bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the purchaser.

9.12.9 DEFINITIONS

- (a) **“B-BBEE”** means broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act;

- (b) **“B-BBEE status level of contributor”** means the B-BBEE status of an entity in terms of a code of good practice on black economic empowerment, issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;
- (c) **“bid”** means a written offer in a prescribed or stipulated form in response to an invitation by an organ of state for the provision of goods or services, through price quotations, advertised competitive bidding processes or proposals;
- (d) **“Broad-Based Black Economic Empowerment Act”** means the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003);
- (e) **“EME”** means an Exempted Micro Enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9 (1) of the Broad-Based Black Economic Empowerment Act;
- (f) **“functionality”** means the ability of a tenderer to provide goods or services in accordance with specifications as set out in the tender documents.
- (g) **“prices”** includes all applicable taxes less all unconditional discounts;
- (h) **“proof of B-BBEE status level of contributor”** means:
- 1) B-BBEE Status level certificate issued by an authorized body or person;
 - 2) A sworn affidavit as prescribed by the B-BBEE Codes of Good Practice;
 - 3) Any other requirement prescribed in terms of the B-BBEE Act;
- (i) **“QSE”** means a qualifying small business enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9 (1) of the Broad-Based Black Economic Empowerment Act;
- (j) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;

9.12.10 POINTS AWARDED FOR PRICE

9.12.10.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

A maximum of 80 or 90 points is allocated for price on the following basis:

80/20	or	90/10
$P_s = 80 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$	or	$P_s = 90 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$

Where

- P_s = Points scored for price of bid under consideration
- P_t = Price of bid under consideration
- P_{\min} = Price of lowest acceptable bid

9.12.10.2

POINTS AWARDED FOR B-BBEE STATUS LEVEL OF CONTRIBUTOR

In terms of Regulation 6 (2) and 7 (2) of the Preferential Procurement Regulations, preference points must be awarded to a bidder for attaining the B-BBEE status level of contribution in accordance with the table below:

B-BBEE Status Level of Contributor	Number of points	Number of points
	(90/10 system)	(80/20 system)
1	10	20
2	9	18
3	6	14
4	5	12
5	4	8
6	3	6
7	2	4
8	1	2
Non-compliant contributor	0	0

9.13 BID DECLARATION

9.13.1. Bidders who claim points in respect of B-BBEE Status Level of Contribution must complete the following:

9.14 B-BBEE STATUS LEVEL OF CONTRIBUTOR CLAIMED IN TERMS OF PARAGRAPHS 9.7.5.3 AND 9.7.7.2

9.14.1 B-BBEE Status Level of Contributor: . =(maximum of 10 or 20 points)

(Points claimed in respect of paragraph 9.10 must be in accordance with the table reflected in paragraph 9.7.7.2 and must be substantiated by relevant proof of B-BBEE status level of contributor.

9.15 SUB-CONTRACTING

9.15.1 Will any portion of the contract be sub-contracted?

(Tick applicable box)

YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

9.15.2 If yes, indicate:

i) What percentage of the contract will be subcontracted.....%

- ii) The name of the sub-contractor.....
- iii) The B-BBEE status level of the sub-contractor.....
- iv) Whether the sub-contractor is an EME or QSE
(Tick applicable box)

YES		NO	
-----	--	----	--

- v) Specify, by ticking the appropriate box, if subcontracting with an enterprise in terms of Preferential Procurement Regulations,2017:

Designated Group: An EME or QSE which is at last 51% owned by:	EME	QSE
	√	√
Black people		
Black people who are youth		
Black people who are women		
Black people with disabilities		
Black people living in rural or underdeveloped areas or townships		
Cooperative owned by black people		
Black people who are military veterans		
OR		
Any EME		
Any QSE		

9.16 DECLARATION WITH REGARD TO COMPANY/FIRM

- 9.16.1 Name of company/firm:.....
- 9.16.2 VAT registration number:.....
- 9.16.3 Company registration number:.....
- 9.16.4 TYPE OF COMPANY/ FIRM

- Partnership/Joint Venture / Consortium
- One person business/sole propriety
- Close corporation
- Company

(Pty) Limited

[TICK APPLICABLE BOX]

9.16.5 DESCRIBE PRINCIPAL BUSINESS ACTIVITIES

.....
.....
.....
.....
.....

9.16.6 COMPANY CLASSIFICATION

- Manufacturer
- Supplier
- Professional service provider
- Other service providers, e.g. transporter, etc.

[TICK APPLICABLE BOX]

9.16.7 Total number of years the company/firm has been in business:.....

9.16.7.1 I/we, the undersigned, who is / are duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the B-BBE status level of contributor indicated in paragraphs 9.7.5.3 and 9.9 of the foregoing certificate, qualifies the company/ firm for the preference(s) shown and I / we acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 9.7.5 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 9.7.5.3 and 9.9, the contractor may be required to furnish documentary proof to the satisfaction of the purchaser that the claims are correct;
- iv) If the B-BBEE status level of contributor has been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the purchaser may, in addition to any other remedy it may have -
 - (a) disqualify the person from the bidding process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) recommend that the bidder or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted by the National Treasury from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution.

<p>WITNESSES</p> <p>1.</p> <p>2.</p>
--

<p>.....</p> <p>SIGNATURE(S) OF BIDDERS(S)</p> <p>DATE:</p>

Failure on the part of a bidder to fill in and/or to sign this form and submit a B-BBEE Verification Certificate from a Verification Agency accredited by the South African Accreditation System (SANAS) or a Registered Auditor approved by the Independent Regulatory Board of Auditors (IRBA) or an Accounting Officer as contemplated in the Close Corporation Act (CCA) together with the bid, will be interpreted to mean that preference points for B-BBEE status level of contribution are not claimed;

9.12 **Gate 3:** Consolidation of points for comparative price and B-BBEE level of contribution **(Phase 3)**

The total points for price evaluation (out of 80/90) and the total points for BBBEE evaluation (out of 20/10) will be consolidated. The bidder who scores the highest points for comparative pricing and B-BBEE status level of contributor after the consolidation of points will normally be considered as the preferred bidder who SA Tourism will enter into further negotiations with for the respective marketing discipline that was tendered for.

Upon the successful negotiation and signing of a contract and services level agreement with the preferred bidder all other bidders will be considered as unsuccessful.

12. ANNEXURE B - COMPANY INFORMATION

SUPPLIER INFORMATION				
NAME OF BIDDER				
POSTAL ADDRESS				
STREET ADDRESS				
TELEPHONE NUMBER	CODE		NUMBER	
CELLPHONE NUMBER				
FACSIMILE NUMBER	CODE		NUMBER	
E-MAIL ADDRESS				
VAT REGISTRATION NUMBER				
TAX CLEARANCE NUMBER				
TAX CLEARANCE EXPIRY DATE				
HAS PROOF OF CENTRALISED SUPPLIER DATABASE REGISTRATION BEEN SUBMITTED?				YES or NO
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE No: MAAA
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	TICK APPLICABLE BOX] <input type="checkbox"/> Yes <input type="checkbox"/> No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT	[TICK APPLICABLE BOX] <input type="checkbox"/> Yes <input type="checkbox"/> No
[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT (FOR EMES & QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]				
ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ENCLOSE PROOF]		ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES, ANSWER PART B:3]
QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS				
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?				<input type="checkbox"/> YES <input type="checkbox"/> NO

DOES THE ENTITY HAVE A BRANCH IN THE RSA?

YES NO

DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?
 YES NO

DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA? YES
 NO

IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?

YES NO

IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW.

Total number of years the firm has been in business	
Total number of employees :	
Full Time	
Part Time	
Street Address of all Facilities used by Firm (eg. Warehousing, storage space, offices etc.)	

Do you Share Facilities	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, which facilities		
With who do you share facilities (Name of Firm / Individual)		

What is the enterprises annual turnover (excl VAT) during the lesser period for which the business has been operating, or for the previous three financial years			
Rand amount :	R		
	Year	Year	Year

Or Previous three financial years	R	R	R
Management Structure (Percentage of management on executive level in each of the following groups)			
Group		Percentage	
African			
Coloured			
Indian			
White			

The undersigned is duly authorised on behalf of the firm and affirms that the information furnished is true and correct	
Name and surname	
Signature	
Capacity under which the bid is signed	
Duly authorised to sign on behalf of	
Date	
Commissioner of Oath Signature	
Commissioner of Oath Stamp	

13. ANNEXURE C: DETAILED BREAKDOWN OF TOTAL COST AND STANDARD SERVICES

Bidders are required to summarize the proposed cost/fees as per the financial proposal for Five years (inclusive of VAT/GST and other applicable taxes) where the table needs to balance back to the detailed financial proposal i.e.:

SUMMARY OF TOTAL COST:

TOTAL Rate card rate per hour	Currency? (Including all applicable taxes)	Projected annual escalation Percentage
YEAR 1		
YEAR 2		
YEAR 3		
YEAR 4		
YEAR 5		
Other Specify		
Other Specify		
Other Specify		
TOTALCOST FOR 5 YEARS		

14. TIME FRAMES

Include a detailed project / roll-out plan / implementation plan where applicable.

15. ANNEXURE D: ACCEPTANCE OF GENERAL TENDER CONDITIONS OF SOUTH AFRICAN TOURISM

I/We hereby tender to supply all or any of the services described in the Tender Request for Proposal, in accordance with the specifications stipulated therein (and which will be taken as part of, and incorporated into, this tender submission) at the prices and on the terms regarding time for delivery and/or execution inserted therein, to South African Tourism on the terms of the General Tender Conditions of South African Tourism

I/WE AGREE THAT -

- 13.1 the offer herein will remain binding upon me/us and open for acceptance by South African Tourism during the Validity Period indicated and calculated from the closing time of the tender.
- 13.2 if I/we withdraw my/our tender within the period for which I/we have agreed that the tender will remain open for acceptance, or fail to fulfill the contract when called upon to do so, South African Tourism may, without prejudice to its other rights, agree to the withdrawal of my/our tender or cancel the contract that may have been entered into between me/us and South African Tourism and I/we will then pay to South African Tourism any additional expense incurred by South African Tourism having either to accept any less favorable tender or, if fresh tenders have to be invited, the additional expenditure incurred by the invitation of fresh tenders and by the subsequent acceptance of any less favourable tender; South African Tourism will also have the right to recover such additional expenditure by set-off against moneys which may be due or become due to me/us under this or any other tender or contract or against any guarantee or deposit that may have been furnished by me/us or on my/our behalf for the due fulfillment of this or any other tender or contract and pending the ascertainment of the amount of such additional expenditure to retain such moneys, guarantee or deposit as security for any loss the Province may sustain by reason of my/our default;
- 13.3 if my/our tender is accepted the acceptance may be communicated to me/us by letter or order by ordinary post or registered post and that SA Post Office Ltd will be regarded as my/our agent; and delivery of such acceptance to SA Post Office Ltd will be treated as delivery to me/us;
- 13.4 the law of the Republic of South Africa will govern the contract created by the acceptance of my/our tender and that I/we choose domicilium citandi et executandi in the Republic at (full address of this place)

We furthermore confirm that I/we have satisfied myself/ourselves as to the correctness and validity of my/our tender; that the price(s) and rate(s) quoted cover all the work/item(s) specified in the tender documents and that the price(s) and rate(s) cover all my/our obligations under a resulting contract and that I/we accept that any mistakes regarding price(s) and calculations will be at my/our risk.

I/We hereby accept full responsibility for the proper execution and fulfillment of all obligations and conditions devolving on me/us under this agreement as the Principal(s) liable for the due fulfillment of this contract.

I/We agree that any action arising from this contract may in all respects be instituted against me/us and I/we hereby undertake to satisfy fully any sentence or judgment which may be pronounced against me/us as a result of such action.

I/We agree that background screening can be done to all directors of our legal entity that submits this bid

I/We declare that I/we have participation /no participation in the submission of any other offer for the supplies/services described in the attached documents. If in the affirmative, state name(s) of tender(s) involved:

16 ANNEXURE E: DECLARATION OF INTEREST FOR TENDERS

This declaration must accompany tender documents submitted.

Any legal person, including persons employed by the South African Tourism or persons who act on behalf of South African Tourism or persons having a kinship with persons employed by South African Tourism including a blood relationship may make an offer or offers in terms of this tender invitation. In view of possible allegations of favouritism, should the resulting tender, or part thereof, be awarded to persons employed by South African Tourism, or to persons who act on behalf of South African Tourism, or to persons connected with or related to them, it is required that the tenderer or his/her authorized representative will declare his/her position vis-à-vis the evaluating authority and/or take an oath declaring his/her interest, where

The tenderer is employed by South African Tourism or acts on behalf of South African Tourism; and/or the legal person on whose behalf the tender document is signed, has a relationship with persons/a person who are/is involved with the evaluation of the tender(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarant acts and persons who are involved with the evaluation of the tender.

In order to give effect to the above, complete the following and submit with the tender.

<p>Are you or any person connected with the tenderer, act on behalf of, or employed by South African Tourism?</p>	<p><input type="checkbox"/> Yes</p>	<p><input type="checkbox"/> No</p>
<p>If Yes, state particulars :</p>		
<p>Do you, or any person connected with the tenderer, have any relationship (family, friend, other) with a person employed in the department concerned or with South African Tourism, and who may be involved with the evaluation or adjudication of this tender?</p>	<p><input type="checkbox"/> Yes</p>	<p><input type="checkbox"/> No</p>
<p>If Yes, state particulars :</p>		
<p>Are you or any person connected with the tenderer, aware of any relationship (family, friend, other) between the tenderer and any person employed by South African Tourism, who may be involved with the evaluation or adjudication of this tender?</p>	<p><input type="checkbox"/> Yes</p>	<p><input type="checkbox"/> No</p>
<p>If Yes, state particulars :</p>		

Duly signed by authorised person on this _____ day of _____ 2017 as

Declaration of Interest for the tendering of: _____

TENDER REQUIREMENT, TENDER NUMBER.

Signature: _____
 Print Name: _____
 In capacity as: _____
 For and on behalf of: _____
 COMPANY NAME (TENDERER): _____

<p>Commissioner of Oath:</p>

17 ANNEXURE F: DECLARATION OF INTEREST FOR TENDERS (SBD4)

This declaration must accompany tender documents submitted.

1 Any legal person, including persons employed by the state, or persons having a kinship with persons employed by the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid (includes a price quotation, advertised competitive bid, limited bid or proposal). In view of possible allegations of favouritism, should be the resulting bid, or part thereof, be awarded to persons employed by the state, or to persons connected with or related to them, it is required that the bidder or his/her authorized representative declare his/her position in relation to the evaluating/adjudicating authority where-

- the bidder is self employed by the state; and/or
- the legal person on whose behalf the bidding document is signed, has a relationship with persons/a person who are/is involved in the evaluation and or adjudication of the bid(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarant acts and persons who are involved with the evaluation and or adjudication of the bid.

2 In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.

2.1	Full name of bidders or his or her representative:	
2.2	Identity Number:	
2.3	Position occupied in the company (director, trustee, shareholder):	
2.4	Company registration number:	
2.5	Tax reference number:	
2.6	Vat registration number:	

2.7 Are you or any person connected with the bidder presently employed by the state? YES / NO

2.7.1 If so, furnish the following particulars:

2.7.1.1	Name of person / director / trustee / shareholder / member:	
2.7.1.2	Name of state institution at which you or the person connected to the bidder is employed:	
2.7.1.3	Position occupied in the state institution:	
2.7.1.4	Any other particulars:	

2.7.2 If you are presently employed by the state, did you obtain the appropriate authority YES / NO
to undertake remunerative work outside employment in the public sector?

2.7.2.1 If yes, did you attach proof of such authority to the bid document? YES / NO

(Note: Failure to submit proof of such authority, where applicable, may result in the disqualification of the bid)

2.7.2.2 If no, furnish reasons for the non-submission of such proof:	

2.8 Did you or your spouse, or any of the company's directors/trustees/shareholders/members YES / NO
or their spouses conduct business with the state in the previous twelve months?

2.8.1 If yes, furnish particulars:	

2.9 Do you, or any person connected with the bidder, have any relationship (family, friend, YES / NO
other) with a person employed by the state and who may be involved with the evaluation
of this bid?

2.9.1 If yes, furnish particulars:	
---------------------------------------	--

2.10 Are you, or any person connected with the bidder, aware of any relationship (family, friend, other) between any other bidder and any person employed by the state who may be involved with the evaluation and or adjudication of this bid? YES / NO

2.10.1 If yes, furnish particulars:	

2.11 Do you or any of the directors/trustees/shareholders/members of the company have any interest in any other related companies whether or not they are bidding for this contract? YES / NO

2.11.1 If yes, furnish particulars:	

--	--

3 Full details of directors/trustees/members/shareholders

	Full Name	Identity Number	Personal Reference Number	Tax	State Employee Number / Persal Number
3.1					
3.2					
3.3					
3.4					
3.5					
3.6					
3.7					
3.8					
3.9					

4 DECLARATION

I, THE UNDERSIGNED (NAME) _____

CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 2 AND 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STAE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 3 OF THE GENEREAL CONDITIONS OF CONTRACT SHOULD THIS DECLARATION PROVE TO BE FALSE.

SIGNATURE

DATE

POSITION

NAME OF BIDDER

18. ANNEXURE G - NATIONAL TREASURY CENTRALISED SUPPLIER DATABASE (this is only applicable for South African registered legal entities)

To demonstrate compliance to commercial information bidders are required to attach proof of their successful supplier registration on National Treasury's Centralized Supplier Database (CSD).

SA Tourism will not consider any bids from bidders whose tax status is not valid on CSD.

Bidders who are not registered on CSD can do so on <https://secure.csd.gov.za/>

In bids where Consortia / Joint Ventures / Sub-contractors are involved, each party must submit a separate centralized supplier database registration report.

Failure to submit proof of CSD registration shall invalidate a tender and/or inclusion in any list or database of prospective suppliers.

19. ANNEXURE H - DECLARATION OF BIDDERS'S PAST SUPPLY CHAIN MANAGEMENT PRACTICES (SBD8)

This Standard Bidding Document must form part of all bids invited.

It serves as a declaration to be used by institutions in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse of the supply chain management system.

The bid of any bidder may be disregarded if that bidder or any of its directors have-

- abused the institution's supply chain management system;
- committed fraud or any other improper conduct in relation to such system; or
- failed to perform on any previous contract.

In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.

17.1	<p>Is the bidder or any of its directors listed on the National Treasury's Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector?</p> <p>(Companies or persons who are listed on this Database were informed in writing of this restriction by the Accounting Officer/Authority of the institution that imposed the restriction after the <i>audi alteram partem</i> rule was applied).</p> <p>The Database of Restricted Suppliers now resides on the National Treasury's website (www.treasury.gov.za) and can be accessed by clicking on its link at the bottom of the home page.</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
17.1.1	If so, furnish particulars:		
17.2	<p>Is the bidder or any of its directors listed on the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)?</p> <p>The Register for Tender Defaulters can be accessed on the National Treasury's website (www.treasury.gov.za) by clicking on its link at the bottom of the home page.</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
17.2.1	If so, furnish particulars:		
17.3	<p>Was the bidder or any of its directors convicted by a court of law (including a court outside of the Republic of South Africa) for fraud or corruption during the past five years?</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
17.3.1	If so, furnish particulars:		

17.4	Was any contract between the bidder and any organ of state terminated during the past five years on account of failure to perform on or comply with the contract?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
17.4.1	If so, furnish particulars:		

CERTIFICATION

I, the undersigned, (NAME IN FULL) _____, certify that the information furnished on this Declaration is true and correct.

I accept that, in addition to cancellation of a contract, action may be taken against me should this declaration, made on behalf of the tendering company, prove to be false.

Signature

Date

Position

Name of bidder

20. ANNEXURE I - CERTIFICATE OF INDEPENDENT BID DETERMINATION (SBD9)

- 18.1 This Standard Bidding Document (SBD) must form part of all bids¹ invited.
- 18.2 Section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, prohibits an agreement between, or concerted practice by, firms, or a decision by an association of firms, if it is between parties in a horizontal relationship and if it involves collusive bidding (or bid rigging).² Collusive bidding is a *per se* prohibition meaning that it cannot be justified under any grounds.
- 18.3 Treasury Regulation 16A9 prescribes that accounting officers and accounting authorities must take all reasonable steps to prevent abuse of the supply chain management system and authorizes accounting officers and accounting authorities to:
- a. disregard the bid of any bidder if that bidder, or any of its directors have abused the institution's supply chain management system and or committed fraud or any other improper conduct in relation to such system.
 - b. cancel a contract awarded to a supplier of goods and services if the supplier committed any corrupt or fraudulent act during the bidding process or the execution of that contract.

This SBD serves as a certificate of declaration that would be used by institutions to ensure that, when bids are considered, reasonable steps are taken to prevent any form of bid-rigging.

In order to give effect to the above, the attached Certificate of Bid Determination (SBD 9) must be completed and submitted with the bid:

¹ Includes price quotations, advertised competitive bids, limited bids and proposals.

² Bid rigging (or collusive bidding) occurs when businesses, that would otherwise be expected to compete, secretly conspire to raise prices or lower the quality of goods and / or services for purchasers who wish to acquire goods and / or services through a bidding process. Bid rigging is, therefore, an agreement between competitors not to compete.

21. CERTIFICATE OF INDEPENDENT BID DETERMINATION (SBD9)

I, the undersigned, in submitting the accompanying bid:

.....
(Bid number and Description)

in response to the invitation for the bid made by:

SOUTH AFRICAN TOURISM

do hereby make the following statements that I certify to be true and complete in every respect:

I certify, on behalf of:that:

(Name of Bidder)

- 19.1 I have read and I understand the contents of this Certificate;
- 19.2 I understand that the accompanying bid will be disqualified if this Certificate is found not to be true and complete in every respect;
- 19.3 I am authorized by the bidder to sign this Certificate, and to submit the accompanying bid, on behalf of the bidder;
- 19.4 Each person whose signature appears on the accompanying bid has been authorized by the bidder to determine the terms of, and to sign the bid, on behalf of the bidder;
- 19.5 For the purposes of this Certificate and the accompanying bid, I understand that the word "competitor" shall include any individual or organization, other than the bidder, whether or not affiliated with the bidder, who:
 - (a) has been requested to submit a bid in response to this bid invitation;
 - (b) could potentially submit a bid in response to this bid invitation, based on their qualifications, abilities or experience; and
 - (c) provides the same goods and services as the bidder and/or is in the same line of business as the bidder.
- 19.6 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However communication between partners in a joint venture or consortium³ will not be construed as collusive bidding.
- 19.7 In particular, without limiting the generality of paragraphs 6 above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:
 - (a) prices;
 - (b) geographical area where product or service will be rendered (market allocation)
 - (c) methods, factors or formulas used to calculate prices;
 - (d) the intention or decision to submit or not to submit, a bid;
 - (e) the submission of a bid which does not meet the specifications and conditions of the bid; or
 - (f) bidding with the intention not to win the bid.
- 19.8 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications and conditions or delivery particulars of the products or services to which this bid invitation relates.

19.9 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.

³ Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

19.10 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

.....
Signature

.....
Date

.....
Position

.....
Name of bidder

22. ANNEXURE J: EUROPE CASE STUDY:

Please adapt/rework the content below into a comprehensive professional report to the Parliament of South Africa. The report should explain the performance in the Europe region in which South African Tourism (SAT) operates and provide Parliament with insights into operating in the market. You have an option to add additional information into the report by using the insights dashboard. The dashboard can be found at URL: <https://bit.ly/2BclAd6>

To gain an understanding of the markets in which SAT operates, it is recommended that you familiarise yourself with SAT's Marketing Investment framework. This document can be found using the link: <https://bit.ly/2ZC6BUO>

The final report delivered should:

- Only include what you feel is pertinent information with regard to the regions performance
- Be a maximum of 5 pages in length
- Be in a WORD format
- Have a font size = 10
- Have a narrative which flows to tell an accurate and engaging story

ARRIVALS AND TTFDS (Total Tourists Foreign Direct Spend) PERFORMANCE
<p>Arrivals</p> <p>Region:</p> <p><i>Europe is a mature region, which has build a good base in both 2016 and 2017, In 2017, first year of 5 in 5 Europe achieved 102% of its target with positive growth seen from three of the markets, whilst UK and Ireland achieved about 92% of its target for year 2017.</i></p> <p><i>However, 2018 presented multiple challenges for the second biggest source region for South Africa. Europe saw a decline of -2.5%, where focus markets recorded about 1.6 million tourist arrivals, achieving 92.1% of its target in the second year of 5 in 5, falling short by just under 97 000 arrivals. To meet target in the next three-years Europe would need to grow by 10.5% year on year, revised from a 7.3% growth.</i></p> <p>Europe region declined by -2.9% reaching a 1, 527 million from 1, 573 million in the previous year, and consequently reaching target by 92%, falling short by a -8.3%. Going forward the region needs to grow by +10.5% year on year to meet the 5 in 5 target.</p> <p>Hubs:</p> <p>UKI's arrivals dropped to 462 305 (-3.6%) from 479 411, compared to previous year, as a result, UKI achieved 92% of its target of 503 511.</p> <p><i>UK: The effects of Brexit have since shaped the face of travel in the UK. UK's overall outbound travel for 2018 was a modest 3.8% compared to other major European markets, whereas other Sub Saharan countries showed positive prospects. South Africa recorded a -3.8% negative growth from the UK market whereas Oxford Economics had communicated negative growth of -3.5%. UK achieved 92% of its target, coming short</i></p>

of the target by 38 200.

The Irish market's growth remained flat, at +0,2% adding an additional 87 more arrivals for the year 2018, compared to 31 510 arrivals from previous year, furthermore, Ireland achieved 95% of its target, which was 33 215. Comparing Ireland's performance versus last year, it came short on its target of 2017 of 32 897 showing a much slower growth than what was projected of this market.

South Europe arrivals dropped by a -3.6% reaching 324 641 arrivals from 335 666 arrivals in 2017, South Europe achieved 91% of its target, going forward, South Europe will need to grow by +8.8% compared to the +5.5% had this region met target.

France recorded a negative growth of -5.1% inbound to South Africa. Similar to Germany and UK markets, France's decline to South Africa saw positive growth in other Sub-Saharan markets as more Europeans recognise other destinations as more appealing to South Africa on various accounts.

The number of leisure trips taken internationally by this market has grown over time, by 4.6% and leisure trips to South Africa have deteriorated by -0.4% over a 5-year period (Source: SAT Brand Tracker). Travellers who consider visiting South Africa, also consider USA, Australia and Canada, America has a share of about 3.3% from France, in 2017 alone, USA received 1,7 million arrivals from France, whilst neighbouring countries saw quite positive a growth from this market, France is a biggest source market for Mauritius, France grew by 3.3% in the first quarter of year, adding to 23% of all arrivals to Mauritius in that quarter, in December alone, France contributed to 35% of Mauritius arrivals, growing by 2% from 32 200 arrivals in 2017. Mauritius 'beaches appeal to the French market and has perfect weather for the best part of the year.

Italy: Italy had positive growth of 4,5% for 2018, adding on 2 744 more arrivals, achieving 63 870 arrivals, further achieving a target of 61 333 by over 4.1%. Portugal recorded double digit negative growth of -17.3%, struggling to pull positive growth, due to low brand salience in this market, however, there are efforts in this market by execution to partner with varied stakeholders to effectively promote South Africa. With a target of 40 819, Portugal achieved 78% of its target, falling short by 9 065 arrivals. Looking ahead Portugal will need to grow by about 15% year on year to achieve its 5-in-5 target. Spain: Similar to Italy, Spain saw positive growth of 4,5%, and consequently met target of 41 607, with 1 800 more arrivals to target.

Central Europe reached, 432 668 arrivals, dropping by -1.4% from 437 837 arrivals in 2017. Central Europe also missed its target, achieving +92% of its target of 469 904.

South Africa was predicted to have a modest growth of 1.0% (Oxford Economics) from this market but instead recorded negative growth of -1.7%, coming short of the 353 000 arrivals, by 9 500. Furthermore, Germany reached 91% of its target of 378 359, to grow by Over 10% year on year to meet the 5 in 5 target. The other two markets that make up the Central Europe, Switzerland also saw a decline, that contributed to the - 3.6% for the Hub. Switzerland (58 320) saw negative growth of -1.2%, missing target of 60 835 by -4.1%. Austria which is the smaller market of the three, had positive growth of +1.7%, compared to 29 602 arrivals in previous year, it however fell short of target of 30 710 by closing the year at 517 less arrivals.

North Europe arrivals declined by -3.1%, closing the year at 310 258 arrivals, compared to a 320 575 in the previous year, accordingly, North Europe missed its target and achieved +92% of its target of 336 996. Netherlands arrivals went down by -8.0% from 159 621 arrivals to 146 925. also showing the highest decline in the Hub, further, closing they year, with 12 696 less arrivals to target (85% of target achieved).

Safety concerns is still a key barrier in this market, it can be said that effects of the crime attacks against Dutch tourist in late 2017, were still felt in 2018 and as a result the country saw lesser arrivals from the Dutch market. Other emerging markets such as Kenya, are score significantly higher than South Africa on safety (source: SAT brand Tracker), and hence perceived by tourists as a safe destination. Additionally, air tickets to South Africa, were perceived to be high, and as such a barrier. It has been observed that in this market, air carriers' prices fluctuate, are normally priced on off peak and the tariffs go up on peak seasons, such is the case with Dutch air carrier; Koninklijke Luchtvaart Maatschappij, or KLM which offers off season tickets for normal price, however on peak season, including school tickets prices go up by the 100% and 300%. Belgium grew by 5.9% compared to previous year, and further achieved target by over 4.7% closing the year with 57 232 arrivals compared to target arrivals of 54 660. Collectively, the Nordics region closed the at -0.5% less

arrivals compared to last year, and a -3.4% less arrivals to target of 109 779. Denmark saw negative growth of -3.6%, closing the year with 1030 less arrivals compared to last year, where Denmark had 28 679. Sweden came short of its target of 51 734 by 94%, closing the year at 48 740, showing flat growth of +0.4% compared 48 552 arrivals in 2017. Finland met 99% of its target of 10 578, showing positive growth of 3.0% compared to last year, consequently reaching 10 430 arrivals. Norway's growth remained flat, going from 19 248 in 2017 to 19 282 in 2018, and achieving over +3,5% of its targeted arrivals of 18 624.

TTFDS - Total Tourist Foreign Direct Spend:

Revenue generated from Europe went up by 0.2% adding to about R42 million more in revenue, compared to previous year, from R26,0 billion in the previous year, coming under target by a -4.3%. To meet its 5 in 5 target in the next 3 years, Europe require a growth of 9.6% year on year, adjusted from 8.0% due to not meeting the current year's target.

Central Europe

Central Europe's revenue reached R7, 5 billion, growing by +0,2% compared to previous year, furthermore, the hub reached 98% of its targets, falling short by -2.0%, going forward the hub needs to grow by 7.4%, year on year to meet the 5-in-5 target. Europe's biggest economy recorded a positive growth of 2.0% in revenue, meeting its target of R5,8 billion. Germany grew by +2.0%, whilst both Switzerland and Austria declined. Switzerland declined by a -7.6% going from R1, 3 billion compared to previous year, to R1,2 billion in 2018. Austria saw a decline of -1.2%, going from a R466 million in 2017 versus ad R460 million in 2017, to meet its target in the next 3 years, Austria will have to acquire a yearly growth of about +13.3%

UKI Hub

The UKI Hub generated a revenue of R8,4 billion (+1,4%) in 2018 and consequently reaching its target by 96%. UK's saw moderate growth of +0.5% compared to previous year, moving up to R7,8 billion from R7,7 billion, but achieving 95% of its target of R8,2 billion. Ireland grew by +14.6%, reaching R588 million in revenue, compared to previous year. Further, achieving target of R579 million by 102%

South Europe Hub: generated revenue of R4,9 billion which - 3.9% less than previous, South Europe further missed target, by closing at -9.8% less of target of R5,5 billion. France had negative growth of -1.8% compared to previous year, it had achieved 2,7 billion. Italy reached 89% of its target of R1,3 billion, also seeing a negative growth of -10.4% compared to previous year. Portugal, saw negative growth of -12.7% moving down from R442 million to R386 million, further missing target of R460 million and reaching 98% of target. Spain: generated positive growth of 5.7%, reaching R706 million in revenue compared to a R668 million from previous year, falling short in reaching target by -2.3%

North Europe:

The North Europe grew by +2,2% from a 5,2 billion to R5,3 billion, however, met 99% of target, going forward the region will have to grow at 6,8% from what was an expected +6,3%. Netherlands grew by +1.1% versus last year, however, missing target of R2.6 billion by -3.9% Average spend per person went up by +4.4% from about 20 500, and a prepaid spend went up to R24 000, by +9.9%. Belgium: Belgium saw a positive growth of R917 million, up by +13,4% from R809 million in the previous year, further achieved target by a 110%, despite not

meeting arrivals target

Nordics: The Nordics Region saw negative growth of -1.2%, generating R23 million less than previous year, from 1,88 billion and further it declined by -2.9% against target of R1,92 billion

Denmark: Saw negative growth of -14.7% going from a revenue of R546 million to R539 million, Denmark met its target by 84%. Sweden: Sweden generated R879 million, which is R67 million more compared to revenue generated by this market last year, showing a positive growth of +7.8%, Sweden reached 108% of its 2018 target. Finland: Finland saw +30.8% (R204 million) positive growth, compared to previous year and achieved 129% of its target of R158 million. Norway: Norway reached R319 million in revenue, a -14.8% decline from previous year, it further achieved target by 80%, needing to grow by +14.8% year on year to meet its 5 in 5 target

NOTABLE EVENTS IN THE OUTBOUND MARKET

Europe:

The decline Europe was driven by the 4 key source markets, namely UK, France, Germany and Netherlands that make up about 68% of European arrivals. The UK, Germany, France and Netherlands are also key drivers of the European economy, with Germany, UK and France alone contributing to half of Europe's economy, Germany alone contributing to about 21% of Europe's GDP, and hence when these markets are experiencing slow economic growth, this is likely to affect the overall health of these economies, and as a result consumer spend.

Onlooking onto the region; several factors affected performance in this market; issues around personal safety, economic and political current state, pricing, competitive destinations, and positioning.

Safety remains the over-arching perceptible barrier, for the Europe region. Various news sources, and government travel advisory, have recorded incidents of tourist being attacks against tourist in South Africa. Another such barrier are flight costs, In 2017, the Aviation Price Index by Kiwi recorded South Africa's average cost per 100km of air travel at R101.00 to South Africa are seen to be relatively high compared to other markets such as Kenya and as a consequence tourist opt for alternative destinations despite South Africa having a strong brand salience against most African countries, these countries tend to have a higher appeal as they effectively cater to the needs of the consumer through their positioning. Some countries' positioning is on eco-tourism, green tourism, for conscious travellers, lush and relaxing beaches for honeymooners; this is particularly a big for the South European markets and exclusive, secluded off the beaten track experiences; these seem to be draw cards for this market.

The above is supported by the positive growth seen in some Sub-Saharan markets, and the negative growth by South Africa; Zimbabwe recorded 2,6 million international tourist arrivals in 2018, 6 percent up from 2,4 million, it saw a double-digit growth of 11% from European markets, amongst key contributors being region in 2018 were USA (95,025), UK and Ireland (72,029), Germany (39,934), South Korea (33,759) and Japan (32,014).

In December alone, Mauritius grew by 1.6% and 87% of the tourists were from Europe, with France (2%), Germany (25.5%) and Italy (16.2%) driving the positive growth from this region, overall Mauritius grew by 4,6%. For Kenya, European markets hold a share of 30.2% of arrivals into Kenya, key source markets include UK, arrivals reached 184 002 (market share of 9.09%), Germany (78 388), Italy (65 134), and France (48 189) amongst other European markets. Growth from these markets have also been facilitated by twinning airlift

agreements between Europe and these countries, facilitating ease of travel - particularly for Kenya, Air France increased number of flights a week, more direct flights were introduced and some travelled advisories (Kenya Tourism Board). Rwanda grew its arrivals relaxing visa, issuance of Visa upon arrival to all citizens of the world without any application and positioning itself as a green destination (Source: Taarafi).

Key draw cards for the European market in these markets include; the great Wildebeest migration, and Mount Kilimanjaro and Zanzibar beaches in Tanzania, Kenya is associated as having the best Wildlife according to various sources, and the Victoria Falls which receives about 1 million visitors a year (Source: BW.com).

The other challenge that this region faces is trade related; trade in this region continues to sell high end packages, that are 4 star and 5 star whilst star grading is not priority to consumers. On the other hand, industry pricing is also high, as a result of predatory pricing, and because South Africa is a free economy as it stands its difficult to impose pricing regulations in the industry, due to South and the selling varied offerings and fair pricing has the potential to draw more tourists. What is more, consumer is moving away from traditional booking behaviour methods, towards independent bookings (69%) (SAT Departure Survey), partly to eliminate the middleman by buying product directly with service provider, to acquire optimal rates and the convenience of purchasing from an online device, 66% of consumer bought their air ticket with airline via the internet. Traditional brick and mortar travel agencies are consulted by consumers to use them to fill in information gaps pertaining to destinations.

Another shift can be observed in consumers moving away from hotel accommodation and packages towards B&B, Guest houses and specifically AirBnB, as shared economies offered more varied pricing for different needs; this is aligned with travellers independent booking habits.

According to the South African Tourism's brand tracker study Safari is one of the top most reasons for visiting South Africa, however South Africa is losing to other countries due to appeal, this can be attributed to the off-the beaten track offering, where tourists enjoy self-drive safari options; and therefore, tourists are finding other African countries more attractive on Safari, these include: countries in the Eastern part of the Sahara and other Southern African countries such as Namibia, Zimbabwe and Kenya (Source: Tourism Update) due to this. Moreover, with eco-tourism on the rise, countries such as Rwanda, position themselves as Eco tourism destination (Source: Rwanda Podium).

The eco-tourism positioning appeal to the growing eco-conscious European traveller, this is particularly true for the Dutch market; these markets want to responsibly enjoy nature and wildlife with the intention to support conservation of wildlife and nature. Zimbabwe recently won a prize for the most sustainable tourist destination at the International Tourism Bourse in Germany and was also voted as the third must-visit destination after Sri Lanka and Germany (source: chronicle.co.zw), on the other hand, South Africa received negative publicity on captive lion breeding, canned hunting of lions, and exporting of lion bones. Members of key markets to South Africa, such as the UK, Netherlands, other members of the international community and tourism bodies stated their distaste on the handling of wildlife in South Africa (source: traveller24.com).

The Cape Town drought drove a 23% drop in arrivals to Cape Town from the region after water crisis, (Forward Keys) as well, Unabridged certificates also, A study done by Travelstart in 2018 indicated that 29% of travellers had been denied boarding due to not meeting the requirements pertaining to the unabridged certificates.

Political, trade instability including weaker external demand and higher energy prices facilitated the slow growth, and as a result Europe's economy witnessed slow growth of 1,8% in 2018, which is 0,6 points down in comparison to the 2.4% in 2017, however consumer demand and corporate investments drove economic activity, whereas, factors such as (Source: IMF, Deloitte). Furthermore, Focus Economics and IMF, predict a lower growth in 2019, to continue at lower than 2.0%. For Europe to reach its 5 in 5 target, it would need to drive its revenue growth by 9.6% year on year

Automobile, steel and aluminium tariffs disputes between US and European Union, undermined business confidence for the region. Europe is a net exporter, to the US particularly for Germany, whose exports represent almost half of annual economic output, (Source: SCMP) and 47% (Source: WTE) of Germany's total economic output. The motor vehicle exports represent about one-tenth of total EU merchandise exports to the US. (Source: Forbes) and about 14% of Germany's GDP (Source: TheLocal).

MAJOR NEW DEVELOPMENTS IN THE MARKET

British Airways introduced a new direct flight between London and Durban, this was to first take flight in the inception of November, to fly 3 times a week, with this extra route, being an addition to two other routes, that of Johannesburg - London, and Cape Town - London. British Airways also flies twice-daily from Heathrow to Johannesburg and daily to Cape Town. (Source: iol.com), the twinning agreement is envisioned to benefit KwaZulu Natal tourism and the UK both, although the outcome of the agreement are imminent, and not yet apparent

Austrian airlines also re-launched its Vienna to Cape Town route, in October 2018, Austrian airlines introduces a twice a week 11-hour flight, which can be said to have augmented Austria's positive growth in arrivals

PURPOSE OF TRAVEL

Europe: The key purpose of visit for Europeans is holiday (+59.0%), holiday arrivals had significant increase in of +60.1% in 2017, from +47.5% in 2016 but remained flat between 2017 and 2018. VFR market, grew from +13,9% in 2017 to 16,5% in 2018 whilst MICE went from 23.0% in 2016 to +8.8% in 2018, due to the rotational nature of association meetings and conferences, the decline that is seen in MICE may be attributed to large conferences such as the Durban ICC held 2016 AIDS conferences which alone boosted about 18 000 delegates. The UKI hub has a higher VFR market than the regional average, VFR went +22.6% to +29.7%

UKI Hub: The UKI hub has seen a gradual decline in their holiday market, seeing a drop from 55.7% to 53.2%, and a growth seen in VFR, from 22.6% to 29.7% in 2018. MICE UK market is 53.2% (201 052) holiday, and 29.7% (112 174) VFR, with VFR having gone down from what was a 31.9% share in arrivals for 2016, whilst MICE went from 20.2% (79 471) in 2016 to 9.4% (35 607) in 2018, as MICE was seeing a decline, Business traveller saw gradual increase, from 4.3% (17 027) in 2016 to 7.2% (27 145) in 2018

The UK is a VFR and repeat market, and VFR is one of their key reasons for visiting South Africa. A report by StatsSA states that by 2014 there were about 230 000 South Africans now living in the UK. 38% of the repeat market comes to South Africa for VFR, whilst 37% visit for holiday purposes. The first-time visitor market makes up 43% of arrivals to South Africa; on average a first-time visitor will spend about R30 500 prepay, on either flights alone or flights and accommodation compared to a R23 000 by a repeater. After VFR, Wildlife and scenic beauty are the secondary reasons for coming to South Africa, Wildlife slightly higher for first-time visitors at 42.9%

Central Europe's holiday base, gradually increased from +59.0% in 2016 to 68.8%, whilst MICE dropped from 21.0% to 9.1% in the 3 years, VFR moved from 10.9% to 13.4%. Germany: Holiday travel for Germany went from 60.9% (323 625) and 71.3% (404 492). VFR - 12.6%, and MICE went down from 20.6% to 7.5%, Business traveller grew from 5.5% to 8.3% between 2016 and 2018.

South Europe's holiday share has gone from 46.5% in 2016 to 61.5% in 2018, and the VFR market saw a decline from 31.1% in 2016 to 11.2% in 2018, MICE decline to below half its share in 2016 of 30.1% to 13.5% in 2018, whilst Business traveller grew from 7.5% to 12.9% in 2018. France's holiday travel went from 52.7% in 2016

to 73.9%, whilst other purpose of travel such as MICE and VFR shrunk, MICE went from 31.0% to 8.5%, VFR 10.5% to 7.3%

North Europe: The holiday market accounts to about two thirds of arrivals from the North Europe Hub, which has gradually seen growth from 52.0% in 2016, Business travel went up to 10.4% from a 7.6% in 2016 for this hub; VFR also saw a gradual increase from 9.8% in 2016 to 13.1% in 2018, whilst MICE went from 29.5% in 2016 to 8.9% in 2018. The holiday market for Netherlands is also about two thirds (65.3%) of arrivals from this market, dropping slightly from a 68.5% (80 166) in 2017 whilst VFR went from 14.7% (16 111) in 2017 to 17.1%(19 242).

AWARENESS AND POSITIVITY OF SA AS A TOURIST DESTINATION

Awareness remained flat between 2017 and 2018, moving from 80% in 2017 to 79% in 2018, whilst positivity. When looking at individual countries, Switzerland's (64%), Germany (70%) and Italy's (72%) awareness are below the regional score, of 79%. Although the typical traveller is aware of South Africa as destination, positivity is fairly low, the region has a positivity score of 39%, i.e. Europe has a market size of 36,7 million, in which 21,5 million are aware of South Africa as a destination however, about half that size are positive towards South Africa as a destination, concerns for personal safety are what drives the breach between awareness and positivity for the European market. Furthermore, South Africa sees a loss between positivity and likelihood to visits, due to it being perceptively expensive, and due to appeal of other destinations as result, South Africa has a conversion potential is 2,3 million travellers, indicated as likely to visit in the next 18 months. There is however, further leakage between likelihood to visit in the next 18 months, actual arrivals; arrivals are 70% of those who plan to visit in future. *Oxford Economics has predicted that this market will yield about 6.1% growth in 2019, showing a strong recovery from 2018, however, despite the growth, the above implies that South Africa is growing at slower pace to its market potential.*

When looking at market level targeted performance, Italy's awareness was targeted at 75%, versus the achieved 72%, there is an opportunity to reach the level of consumers who are not aware, through media channel consumed by those who are not aware of SA, as per Brand Tracker, 29% of those not aware of SA, consume media in the form of Travel magazines, newspapers and booklets, this being the only medium those aware of South Africa do not use, despite the lower score to target. Italy saw positive growth in 2018, alluding to growth potential in this market. Perceptive barriers on likeability, are around personal safety, perceptive cost barriers diminish likelihood to visit in future, as would be the case with those who have sought information, also find cost a barrier, and consequently, another destination is perceived to be more appealing.

Switzerland had a target of 66% for awareness, however, achieved 64%, now two points down from previous year's 66% however, studying the performance from 2016, there is positive growth realised by 4 points when compared to 2018.

France's awareness of South Africa as a destination is 3 points less to target, the target was 82% whilst France awareness levels are 79%, furthermore, positivity was targeted at 39%, closed at 38%, this figure has remained constant over 3 years, with 2017 meeting the 39% mark.

COMPETITOR OVERVIEW

Flight costs, as barrier In 2017, the Aviation Price Index by Kiwi recorded South Africa's average cost per 100km of air travel at R101.00 to South Africa are seen to be relatively high compared to other markets such as Kenya and as a consequence tourist opt for alternative destinations despite South Africa having a strong brand salience against most African countries, these countries tend to have a higher appeal as they

effectively cater to the needs of the consumer through their positioning. Some countries' positioning is on eco-tourism, green tourism, for conscious travellers, lush and relaxing beaches for honeymooners; this is particularly a big for the South European markets and exclusive, secluded off the beaten track experiences; these seem to be draw cards for this market.

The above is supported by the positive growth seen in some Sub-Saharan markets, and the negative growth by South Africa; Zimbabwe recorded 2,6 million international tourist arrivals in 2018, 6 percent up from 2,4 million, it saw a double-digit growth of 11% from European markets, amongst key contributors being region in 2018 were USA (95,025), UK and Ireland (72,029), Germany (39,934), South Korea (33,759) and Japan (32,014).

In December alone, Mauritius grew by 1.6% and 87% of the tourists were from Europe, with France (2%), Germany (25.5%) and Italy (16.2%) driving the positive growth from this region, overall Mauritius grew by 4,6%. For Kenya, European markets hold a share of 30.2% of arrivals into Kenya, key source markets include UK, arrivals reached 184 002 (market share of 9.09%), Germany (78 388), Italy (65 134), and France (48 189) amongst other European markets. Growth from these markets have also been facilitated by twinning airlift agreements between Europe and these countries, facilitating ease of travel - particularly for Kenya, Air France increased number of flights a week, more direct flights were introduced and some travelled advisories (Kenya Tourism Board). Rwanda grew its arrivals relaxing visa, issuance of Visa upon arrival to all citizens of the world without any application and positioning itself as a green destination (Source: Taarafi).

Key draw cards for the European market in these markets include; the great Wildebeest migration, and Mount Kilimanjaro and Zanzibar beaches in Tanzania, Kenya is associated as having the best Wildlife according to various sources, and the Victoria Falls which receives about 1 million visitors a year (Source: BW.com).

According to the South African Tourism's brand tracker study Safari is one of the top most reasons for visiting South Africa, however South Africa is losing to other countries due to appeal, this can be attributed to the off-the beaten track offering, where tourists enjoy self-drive safari options; and therefore, tourists are finding other African countries more attractive on Safari, these include: countries in the Eastern part of the Sahara and other Southern African countries such as Namibia, Zimbabwe and Kenya (Source: Tourism Update) due to this. Moreover, with eco-tourism on the rise, countries such as Rwanda, position themselves as Eco tourism destination (Source: Rwanda Podium).

The eco-tourism positioning appeal to the growing eco-conscious European traveller, this is particularly true for the Dutch market; these markets want to responsibly enjoy nature and wildlife with the intention to support conservation of wildlife and nature. Zimbabwe recently won a prize for the most sustainable tourist destination at the International Tourism Bourse in Germany and was also voted as the third must-visit destination after Sri Lanka and Germany (source: chronicle.co.zw), on the other hand, South Africa received negative publicity on captive lion breeding, canned hunting of lions, and exporting of lion bones. Members of key markets to South Africa, such as the UK, Netherlands, other members of the international community and tourism bodies stated their distaste on the handling of wildlife in South Africa (source: traveller24.com).

Thailand also saw positive growth from this market, by 3.9% in 2018 with only 3 markets seeing negative growth, Sweden recorded negative growth of -3.64%, Switzerland, -0.92% and UK -0.73%, Thailand is positioned as affordable amongst the European travelling community, and attracts tourists for its beaches, authentic Thai food and its culture. A comparison of packages between South Africa and Thailand, shows that South Africa's packages (£2349pp) are almost twice in price compared to Thailand packages (£1425pp), with this amount depicting peak season for roughly 7 nights

<p>OUTLOOK FOR THE MARKET</p>
<p>Onlooking to 2019, the region is expected to see an above 5% recovery, of 6.1% as per Oxford Economics, however, this will still be below target of 1.9 million targeted arrivals for 2019. The core markets will recover from the bleed in 2018, despite the slow start to the year of -6.8% at best the region is likely to close at 89% to target.</p>
<p>REASONS FOR THE PERFORMANCE IN ARRIVALS AND SPEND</p>
<p>Market barriers mentioned at point B, summarised below:</p> <p>The trade war between UK and America threatening both business confidence in Europe and Geopolitical issues in the region, the affect consumer spend</p> <p>UK specifically is likely to realise a positive inbound due to favourable Pound value, and positive growth in domestic tourism, as consumers adopt ways to creatively spend their money, with the uncertainties faced by the economy, however, this means Britons' outbound travel will be much lower going forward, they will travel less outside their country and do more domestic tourism</p> <p><i>The UK was due to leave the EU by 29 March 2019, the departure of UK from the European union has since been extended to 31 October 2019, due to a rejection of the agreement and as this lingers, uncertainty persists for consumers. A study by GFK, showed consumer confidence from this market to be fairly low, and as an extent it reached a low of -14 by December 2018, the study added that consumers were facing price hikes and inflation and therefore consumers were holding back on spending. On the contrary, UK's domestic tourism grew by 20% between 2018 and 2017 as more consumers opted for staycation. Sykes recorded that 66% of travel in the UK was domestic travel. Sykes further stated that 25% said the prospect of Brexit has encouraged consumers to holiday in the UK in 2019.</i></p> <p><i>Apart from a growing domestic travel trend, growth from this market has also been more evident for less traditional destinations and this may be attributed to bargain hunting by British travellers (Oxford economics), as this market has become price sensitive as per the effects of the instability in the economy. What Oxford Economics observed was that established summer destinations, such as Spain and Portugal, have seen slower growth rate, from this market. The Brand Tracker confirms, that there has been an increase in the repertoire of competing destinations, particularly emerging markets, and hence has switching is easy as more destinations are optimally positioned on cost and appeal.</i></p> <p>French policies towards better economic growth, to curb unemployment have been found to be ineffective in practicality, the plan to grow France's economy, imposed heightened tariffs against consumers, the President also heightened fuel prices, to limit carbon emissions from motor vehicles, as a result has affected the manner of saving and spending in this market, although France is expected to have an outbound of 4.4% to South Africa, the French may spend less than they otherwise would.</p>
<p>REASONS FOR BRAND PERFORMANCE</p>
<p>Market barriers mentioned at point B, summarised below:</p> <p>Safety, personal safety is an overarching concern of the European traveller, as is evident in the Brand Tracker study. Multiple media sources air news, and information about the above average crime stats in South Africa;</p> <p><i>South African Tourism's brand tracker shows that about 20% of tourists who are aware of South had sought information about South Africa, found South Africa pricier compared to other destinations, furthermore, other barriers impeding travel to South Africa from this market may be attributed to negative messaging on the UK government's travel advisory site and other media sources consumed by tourists on then internet. Particularly for people who had sought information about South Africa, safety was the key discouraging</i></p>

factor, after having researched about the destination.

The UK government's travel advisory strongly warned citizens about criminal abduction, and robberies, where perpetrators follow foreigners from Airport to destination (gov.uk/foreign-travel-advice). The Brand tracker substantiates this further, that even though awareness on South Africa is high for this market, positivity is less than 50% another dent was Forbes article on the most dangerous countries in the world, the article listed SA as 2nd most dangerous country in the world after Brazil

Safety concerns is still a key barrier for Netherlands, it can be said that effects of the crime attacks against Dutch tourist in late 2017, were still felt in 2018 and as a result the country saw lesser arrivals from the Dutch market. Other emerging markets such as Kenya, are score significantly higher than South Africa on safety (source: SAT brand Tracker), and hence perceived by tourists as a safe destination. Additionally, air tickets to South Africa, were perceived to be high, and as such a barrier. It has been observed that in this market, air carriers' prices fluctuate, are normally priced on off peak and the tariffs go up on peak seasons, such is the case with Dutch air carrier; Koninklijke Luchtvaart Maatschappij, or KLM which offers off season tickets for normal price, however on peak season, including school tickets prices go up by the 100% and 300%

Price sensitivity; this is two-barrel issue where South Africa's pricing for flights, is higher compared to that of neighbouring country with the same positioning as South Africa, e.g - Wild Life attractions, hence as per Brand Tracker some markets claim it is expensive to get to South Africa Furthermore, on packaged Travel, Industry has since seen a steep prices from South African products (Accommodation), when South Africa is compared to other destinations on packaged travel, its seen as pricier - further to this, Industry also sells premium South African brands, and do not fully utilise the spectrum of available products in the country, hence as per Brand Tracker

Appeal & Positioning

South Africa has an array of attractions, varying from WildLife, scenic beauty to culture and boost vast and varied beaches. Other destinations have particularly positioned themselves as environmentally friendly (eco-tourism friendly), this is the part, where South Africa has received negative publicity especially on how South Africa treats its WildLife, although South Africa Tourism has since disassociated itself from organisations that are involved in animal cruelty, the pictures and news, linger on the internet. Off the beaten track is a product extension that is available in South Africa, however, markets such as Rwanda, Namibia are better associated with off the beaten track position than South Africa is. In Brand Tracker across the 6 core markets, Kenya is highly associated with Wildlife and South Africa comes second after Kenya

OTHER ADDITIONAL INFORMATION

Germany: Germany's outbound to Thailand reflected a 6.0% outbound growth, whereas Australia was predicted to see negative growth of -1.6% and instead recorded a decline of -0.5% (Source: Tourism Australia), South Africa was predicted to have a modest growth of 1.0% instead recorded negative growth of -1.7%, coming short of the 353 000, by 9 500, despite negative growth in arrivals, Europe's biggest economy recorded a positive growth of 2.0% in revenue, and meeting its target of R5,8 billion.

Most popular provinces for Germany are Western Cape (68%), Gauteng Province (31%), Eastern Cape (26%) and MP (25%). These provinces boost with Wild Life and Safari, and scenic beauty and hence they draw German tourists. Germany is a first-time visitor market, with first time visitors accounting to 61%, who predominantly visit South Africa for holiday (75.5%). The repeat market is 54.4% holiday, 20% VFR and 10% MICE.

Revenue from Holiday attributes to 65% of all revenue recognised from this market. On average, German

holiday travellers prepay an average of R26 000 compared to an overall prepay of R24 000 from this market. Average Spend in South Africa, for holiday travellers is about a R1000 less to overall average Spend by this market, at R19 000. The holiday traveller spends on average R8,400 on accommodation, an average of R 5 200 food and R 5 500 on leisure.

The UK is a VFR and repeat market, and VFR is one of their key reasons for visiting South Africa. A report by StatsSA states that by 2014 there were about 230 000 South Africans now living in the UK. 38% of the repeat market comes to South Africa for VFR, whilst 37% visit for holiday purposes. The first-time visitor market makes up 43% of arrivals to South Africa; on average a first-time visitor will spend about R30 500 prepay, on either flights alone or flights and accommodation compared to a R23 000 by a repeater. After VFR, Wildlife and scenic beauty are the secondary reasons for coming to South Africa, Wildlife slightly higher for first-time visitors at 42.9%

Netherlands: When visiting South Africa, the Dutch prefer the scenic beauty of Cape Town, in the Western Cape (64%), the cultural immersion that Gauteng province offers (35%) and the stately wildlife in the Kruger, that is found in the province of Mpumalanga (28%), and stay an average of about 3 weeks, predominantly in self-catering establishments (30), AirBnB (18) and backpackers (18) nights. Netherlands grew by 1.1% versus last year, however, missing target of 2.6 billion by -3.9% Average spend per person went up by 4.4% from about 20 500, and a prepaid spend went up to 24 000, by 9.9%.

France recorded a negative growth of -5.1% inbound to South Africa. Similar to Germany and UK markets, France's decline to South Africa saw positive growth in other Sub-Saharan markets as more Europeans recognise other destinations as more appealing to South Africa on various accounts. The number of leisure trips taken internationally by this market has grown over time, by 4.6% and leisure trips to South Africa have deteriorated by -0.4% over a 5-year period (Source: SAT Brand Tracker). Travellers who consider visiting South Africa, also consider USA, Australia and Canada, America has a share of about 3.3% from France, in 2017 alone, USA received 1,7 million arrivals from France, whilst neighbouring countries saw quite positive a growth from this market, France is a biggest source market for Mauritius, France grew by 3.3% in the first quarter of year, adding to 23% of all arrivals to Mauritius in that quarter, in December alone, France contributed to 35% of Mauritius arrivals, growing by 2% from 32 200 arrivals in 2017. Mauritius 'beaches appeal to the French market, and has perfect weather for the best part of the year.

France had negative growth -1.8% compared to previous and as result the South European hub achieved 90% of target, coming short at -9.8%. Average spend per person stayed flat at R18 900 (-0.1%) despite the Euro being stronger against the Rand in the second half of the year. French policies towards better economic growth, to curb unemployment have been found to be ineffective in practicality, the plan to grow France's economy, imposed heightened tariffs against consumers, this placed pressure on consumers, and as a consequent affected consumer spend and ability to save, hence when French were in South Africa they spend less, sleeping in either self-catering establishments, back packing or couch surfing, overall average length of stay having gone up by 2 nights from 17 nights.