



SOUTH AFRICAN TOURISM

Part B: - SCOPE OF WORK - (SAT Tender 189/21 - The Development and Implementation of a Turnkey Solution for the South African Tourism Enterprise and Supplier Development (E&SD) Programme)

Bid Description	
<p>The Development and Implementation of a Turnkey Solution</p> <p>for the</p> <p>South African Tourism Enterprise and Supplier Development (E&SD) Programme</p>	
Bidder Name:	
CSD MAA number	MAAA
Tender Number:	SAT Tender Number 189/21
Closing Time:	12h00
Closing Date:	03 August 2021 (No late submission will be accepted)
Compulsory Briefing Session:	No briefing session
Date and Time:	No briefing session
Venue:	South African Tourism - Bojanala House
Address	90 Protea Road Chislehurst Sandton 2146
Contact Person	Evah Mkwanazi
Bid Submission Address	https://e-procurement.southafrica.net
Envelope Addressing	<p>SA Tourism has developed and implemented an online e-Procurement Portal, enabling bidders to respond to procurement opportunities as and when SA Tourism issues them. The Portal is the official Portal for SA Tourism, ensuring an open, transparent, and competitive environment for any person participating in the procurement processes.</p> <p>The Portal enables a bidder to register as a supplier on the system, RSVP to tender briefings and submit tender responses on the Portal. The Portal's URL (https://e-procurement.southafrica.net) is compatible with Google Chrome, Microsoft Edge, Internet Explorer, Firefox and Safari. Therefore, interested bidders should immediately consider registering and submitting their bid proposals on the Portal, which has specifically</p>

	<p>been developed and implemented for this purpose.</p> <p>The supplier user manual can be viewed and downloaded on SA Tourism's website at https://www.southafrica.net/gl/en/corporate/page/tenders.</p> <p>Therefore, all bidders should note that the physical drop-offs and courier of bid responses to SA Tourism's physical address are no longer permitted.</p> <p>Prospective tenderers must periodically review both http://www.southafrica.net/gl/en/corporate/page/tenders and https://e-procurement.southafrica.net for updated information or amendments concerning this tender, before due dates.</p> <p>Failure on the part of the tenderer to sign/mark this tender form and thus to acknowledge and accept the conditions in writing or to complete the attached forms, questionnaires and specifications in all respects may invalidate the tender.</p> <p>Tenders must be completed in black ink where mechanical devices, e.g. typewriters or printers, are not used. Tenderers will check the numbers of the pages and satisfy themselves that none are missing or duplicated. No liability will be accepted regarding claims arising from the fact that pages are missing or duplicated.</p> <p>No tenders transmitted by telegram, hand delivery telex, facsimile, E-mail or similar apparatus will be considered.</p>
Section	Supply Chain Management
Contact Person	Evah Mkwanazi
Email Address	evah@southafrica.net

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

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

Index	Page
--------------	-------------

1	INTRODUCTION	3
2	CLOSING DATE	4
3	E PROCUREMENT TENDER PORTAL AND TENDER DOCUMENTS MARKING	4
4	CONTACT AND COMMUNICATION	5
5	DETAILED SCOPE OF WORK	5

1 INTRODUCTION

The 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 3A 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.

Tourism is a strategic industry in terms of the National Tourism Sector Strategy, 2016 to 2026, as it presents a vision for a "rapidly and inclusively growing tourism economy that leverages South Africa's competitive edge in nature, culture and heritage, underpinned by Ubuntu and supported by innovation and service excellence". This sector has demonstrated its ability as a key driver for economic growth, job creation and poverty alleviation.

However, COVID-19 and the related economic shutdown have severely impacted many economic sectors, including the tourism sector as one of the hardest hit, with many businesses struggling to recover from the various lockdowns implemented over the past year. In response, the Economic Reconstruction and Recovery Plan (ERRP) was published in late 2020 as the country's plan for the overall recovery of the economy post the impact of COVID-19. The ERRP identifies 8 priority interventions to drive the South African economy's reconstruction and recovery, including support for tourism recovery and growth.

Tourism industry consultations have surfaced critical business continuity risks across the tourism value chain. The fundamental consideration is how South Africa will protect its tourism sector and outcompete in a market where every destination is simultaneously chasing recovery. In response, the Tourism Sector Recovery Plan (TSRP) has been developed as a collaborative and iterative effort by key stakeholders in the tourism sector. The Plan acknowledges the need for targeted, coordinated action to mitigate the impacts of the crisis, and set the sector on the most optimal path to recovery, transformation and long-term sustainability.

The socio-economic costs of the COVID-19 pandemic will last for years to come. As a sector that facilitates mobility and human interaction, tourism has been amongst the hardest hit by the pandemic. Therefore, tourism revival in South Africa is critical, not just because of the jobs and businesses that it supports, but because, in its interconnectedness, its resilience and its ability to rebound swiftly, tourism can be a catalyst for a broader economic recovery.

Thus, in planning for the financial year 2021/22, SA Tourism reflected on its contribution to the Economic Reconstruction and Recovery Plan and the Tourism Sector Recovery Plan. For the next financial year, given the fast-changing dynamic of the COVID-19 pandemic and related uncertainty, the broader South African Tourism strategic focus is on domestic, regional and select global markets. In each market, a dual business and leisure focus will be adopted.

In line with this, and to give effect to the role of SA Tourism, in terms of the Transformation Strategy for the Tourism Sector, the SA Tourism Enterprise and Supplier Development Programme seeks to make

South African tourism globally competitive as well as opening the benefits of tourism to previously disadvantaged individuals. This programme will support the South African Tourism's Enterprise and Supplier Development Framework, which is our implementation instrument for transformation thus contributing towards inclusive growth.

To ensure that destination South Africa continuously improves its competitive advantage in the tourism space globally, the tourism sector should optimise its strengths and create opportunities and interventions to successfully develop its weaknesses. One such challenge is the slow pace of transformation within the tourism ecosystem coupled with the sector's inability to successfully include the previously disadvantaged and marginalised in the total tourism value chain. Key then in relation to our problem statement is that of sector transformation and sustainability of this critically needed transformation. Against this background, South African Tourism requires the expertise of a service provider to develop and implement a turnkey solution as the South African Tourism's Enterprise and Supplier Development Programme, within the context of our mandate and guiding policy, strategy and regulatory frameworks.

Insofar as procurement is concerned, Section 217 of the Constitution of the Republic of South Africa, 1996, prescribes that goods and services must be contracted through a system that is fair, equitable, transparent, competitive and cost-effective and also confers a constitutional right on every potential supplier to offer goods and services to the public sector when needed. The submission of proposals will thus 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 is essential that the information supplied is both correct and true.

South African Tourism has a detailed evaluation methodology premised on Treasury Regulation 16A.3 promulgated under Section 76 of the Public Finance Management Act, 1999 (Act, No. 1 of 1999), the Preferential Procurement Policy Framework Act 2000 (Act, No.5 of 2000) read with Preferential Procurement Regulations 2017, and the Broad-Based Black Economic Empowerment Act, 2003 (Act, No. 53 of 2003).

2 CLOSING DATE

The closing date for the submission of proposals is **03 August 2021 at 12:00pm**. No late submissions will be accepted. There is no briefing session for this tender.

3 E PROCUREMENT TENDER PORTAL AND TENDER DOCUMENTS MARKING

3.1 SA Tourism have developed and implemented an on-line e-Procurement Portal which will enable bidders to respond to procurement opportunities as and when they are issued by SA Tourism.

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

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

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

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

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

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

- 3.2 Failure on the part of the tenderer to sign/mark this tender form and thus to acknowledge and accept the conditions in writing or to complete the attached forms, questionnaires and specifications in all respects, may invalidate the tender.
- 3.3 Tenders must be completed in black ink where mechanical devices, e.g. typewriters or printers, are not used.
- 3.4 Tenderers will check the numbers of the pages and satisfy themselves that none are missing or duplicated. No liability will be accepted regarding claims arising from the fact that pages are missing or duplicated.

4 CONTACT AND COMMUNICATION

- 4.1 A nominated official of the bidder(s) can make enquiries in writing, to the specified person, Evah Mkwanazi via email evah@southafrica.net. 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 22 July 2021.

All responses will be published by the 23 July 2021 on the following links:

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

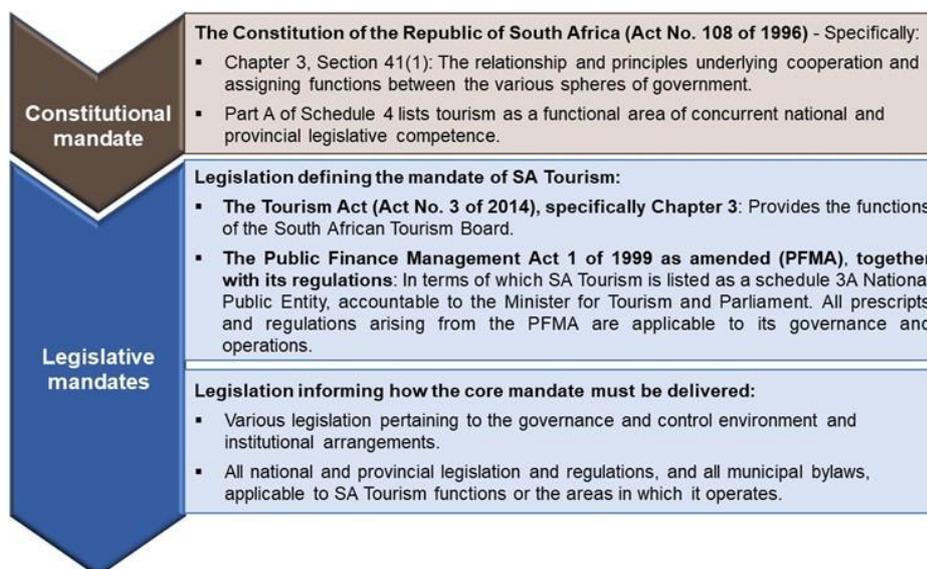
<https://e-procurement.southafrica.net>.

5 SCOPE OF SERVICES

5.1 BACKGROUND TO SOUTH AFRICAN TOURISM

South African 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. South African Tourism is a schedule 3 A Public Entity in terms of schedule 3 of the Public Finance Management Act 1 of 1999.

Its *constitutional mandates* are as follows:



The *policy mandates* guiding the work of South African Tourism are inter alia:



The *Economic Reconstruction and Recovery Plan* (ERRP) was published in late 2020, as the country’s plan for overall recovery of the economy post the impact of COVID-19. The ERRP identifies the following 8 priority interventions to drive the reconstruction and recovery of the South African economy:

- Ensuring energy security;
- Growing the productive economy;
- Mass public employment interventions;
- Infrastructure investment;
- Green economy interventions;
- Strengthening food security;
- Support for tourism recovery and growth; and
- Gender equality and the inclusion of women and youth.

In addition to tourism having been identified as one of the priority areas of intervention in the ERRP, the tourism sector has a contribution to make on the following priorities of the ERRP:

- Infrastructure;
- Mass public employment;
- Green economy interventions;
- Gender equality and the inclusion of women and youth; and
- Skills development.

COVID-19 and the economic shutdown has had a severe impact on the tourism sector, with many businesses struggling to recover from the related hard lockdown. Industry consultations have surfaced critical business continuity risks across the value chain. The fundamental consideration is the manner in which South Africa will protect its tourism sector and outcompete in a market where every destination is simultaneously chasing recovery.

In response, the *Tourism Sector Recovery Plan* (TSRP) has been developed as a collaborative and iterative effort by key stakeholders in the tourism value chain. The Plan acknowledges the need for targeted, coordinated action to mitigate the impacts of the crisis, and sets the sector on the most optimal path to recovery, transformation and long-term sustainability.

The Tourism Sector Recovery Plan is anchored on three interlinked pillars or strategic themes: protecting and rejuvenating supply, reigniting demand and strengthening enabling capability for long term sustainability. In terms of the Plan, the following strategic interventions will be implemented:

- Implement biosecurity norms and standards across the value chain to enable safe travel and rebuild traveller confidence;

- Stimulate domestic demand through targeted initiatives and campaigns;
- Launch an investment and resource mobilisation programme to support supply requirements of the post-COVID-19 era;
- Support for the protection of core tourism infrastructure and assets;
- Execute a global marketing programme to reignite international demand;
- Tourism regional integration; and
- Review the tourism policy to provide enhanced support for sector growth and development outlines specific interventions under each strategic theme, with timeframes and lines of accountability.

These interventions will be implemented simultaneously, considering the effects of the stop and start cycles that the sector will be expected to contend with at least in the short to medium term as the virus evolves, bringing with it possible new waves and strains. The impact of the interventions will cut across the three strategic themes of the Plan.

The Plan also identifies enablers to support tourism recovery:

- Form targeted, strategic partnerships between government and industry;
- Partner with relevant departments to ensure improved travel facilitation through the implementation of e-visas, tourist safety, airlift capacity, quicker turnaround times in the processing of tour operator licenses;
- Deployment of a vaccine to frontline workers, attainment of population immunity and taking part in global efforts to facilitate safe travel; and
- Stimulate domestic demand through Government consumption expenditure.

The socio-economic costs of the COVID-19 pandemic will last for years to come. As a sector that facilitates mobility and human interaction, tourism has been amongst the hardest hit by the pandemic. Tourism revival in South Africa is critical, not just because of the jobs and businesses that it supports, but because, in its interconnectedness, its resilience and its ability to rebound swiftly, tourism can be a catalyst for a broader economic recovery.

It is envisaged that the Plan's implementation will result in the preservation of a significant amount of value and employment in the sector. It will also ensure that the sector is more sustainable and more resilient going forward. The Plan will yield a recovered sector characterised by greater inclusion.

The tourism sector's potential far exceeds its previous levels. While the COVID-19 crisis has been catastrophic, tourism's long-term growth potential and overall impact on the South African economy is undiminished. The Tourism Sector Recovery Plan seeks to lift the sector out of the COVID-19 induced crisis and unleash its long-term growth potential and expand the sector's overall impact on the South African economy.

In 2016/17, SA Tourism, in partnership with the Tourism industry, developed a *Marketing and Investment Framework* (MIF) that was focused on identifying markets, optimising marketing investments across the identified target markets, and distributing resources to help meet the set objectives. Every three to five years, SA Tourism then reviews its portfolio in order to improve its ability to dynamically and effectively allocate and manage its budgets and resources.

In early 2020, SA Tourism initiated a revision of the Marketing and Investment Framework using 2019 as the base year to review the portfolio. The framework used 33 variables related to performance, outlook, South Africa's ability to win in the market, return on past investments, and other criteria. In total, 24 markets / countries are identified for prioritisation, segmented into 16 "Growth" and 8 "Defend" markets, with an additional set of markets earmarked as "Watchlist". The 24 prioritised markets accounted for 92% of all international trips in 2019. The revised MIF aims to:

- Review and update the various parameters to ensure a robust view of the current business environment and market prioritisation;
- Support day-to-day decision-making through an enhanced view on increasing efficiency and tapping into short-term opportunities; and
- Transition key elements of the MIF model to a Power Business Intelligence environment to enable easy access, navigation and usage.

Priority source markets identified to grow tourism into South Africa, 2020-2025



Source: SA Tourism - Marketing and Investment Framework, 2020

SA Tourism had aspired to bolster the econometric growth by 2.5% to meet its 2030 target of 21 million arrivals. However, the econometric forecasts for South Africa have been revised downwards due to the COVID pandemic. When considering the current unpredictable and volatile travel environment, the question of where and how to focus efforts on the road to recovery is critical. Therefore, the MIF priority markets were overlaid with pertinent information related to COVID-19 pandemic status, Government stringencies and accessibility.

VISION

South Africa positioned as an exceptional tourist and business events destination that offers a value-for-money, quality tourist experience that is diverse and unique.

MISSION

Marketing South Africa both internationally and domestically to increase the volume of tourists and the value they add to the economy, by:

- Implementing an integrated tourism marketing strategy for South Africa.
- Promoting South Africa as a world class business event destination.
- Facilitating the delivery of service orientated, quality assured tourism experiences.
- Positioning South African Tourism as an industry thought leader.
- Championing a digital outlook for the industry.
- Enhancing stakeholder participation and collaboration.

SA Tourism is constituted by the following budget programmes:

Programme No.	Programme Purpose
Programme 1	Corporate Support To provide effective support services to the organisation, as well as ensure compliance with statutory requirements; and

Programme No.	Programme Purpose
	To ensure strategy development and integration with business performance monitoring, governance and evaluation.
Programme 2	Business Enablement To enhance collaboration with various stakeholders; and To provide centralised tourism intelligence to support evidence-based decision-making.
Programme 3	Leisure Tourism Marketing To create demand through travel acquisition and growing brand equity for South Africa as a leisure and business events destination, in identified markets.
Programme 4	Business Events To grow the nation's business events industry.
Programme 5	Tourist Experience To ensure the delivery of quality assured tourist/ visitor experiences, which are diverse, unique and enriched.

South African Tourism executes a broad spectrum of segment-specific marketing activities and support activities throughout the world through its various programmes and in its various global offices.

5.2 OVERVIEW OF SCOPE OF WORK

The Tourism sector is prioritised as one of the sectors that will drive growth in the South African economy according to the National Development Plan 2030.

Recovery and growth in the tourism industry post Covid-19 will depend on vaccine roll-out effectiveness, relaxation of travel restrictions, travel bans and negative travel advisories, and consumers' eagerness to travel again. All this requires a deliberate intent to introduce effective economic reforms and interventions that will ensure an inclusive economic recovery and growth of the tourism sector. In 2020 the Minister of Tourism announced the launch of the Tourism Equity Fund by the National Department of Tourism and managed by SEFA. This Equity Fund is a supply side measure aimed at breaking barriers to trade by improving ownership, management and control of the tourism value chain by new, fresh, innovative, black, small and medium players through provision of finance (ranging from equity finance, asset finance, working capital etc.)

This move to address the supply side occurred simultaneously alongside SA Tourism's Enterprise-wide project management initiative to address the demand side measures, ways to improve market access to new, fresh, innovative, black, small and medium players as well as acceleration of the 4th Industrial Revolution (4IR) through expansion of digital presence to drive business efficiency and improved market access.

The South African Tourism E&SD Development Programme seeks to make South African tourism globally competitive as well as opening the benefits of tourism to previously disadvantaged individuals. This programme will support the South African Tourism's E&SD Development Framework, which is our implementation instrument for transformation thus contributing towards inclusive growth.

To ensure that destination South Africa continuously improves its competitive advantage in the tourism space globally, the tourism sector should optimise its strengths and create opportunities and interventions to successfully develop its weaknesses. One such challenge, is the slow pace of transformation within the tourism ecosystem coupled with the sector's inability to successfully include the previously disadvantaged and marginalised in the total tourism value chain. Key then in relation to our problem statement is that of sector transformation and sustainability of this critically needed transformation.

Against this background, South African Tourism requires the expertise of a service provider to develop and implement a turnkey solution as the South African Tourism's E & E&SD Development Programme, within the context of our mandate and guiding policy, strategy, and regulatory frameworks. The E&SD Programme Partner's sourcing aims to define and accelerate the execution of interventions that will contribute towards inclusive growth through access to markets, access to funding, and access to business support services.

5.3 DETAILED SCOPE OF WORK

South African Tourism seeks to identify and select a partner/s to provide a turnkey solution in the development and implementation of an Enterprise & Supplier Development Programme, over a three-year period, which addresses the problem statement above as well as responding to the findings of the diagnostic study that will be undertaken as part of the scope of work, in an innovative manner and which is aligned to current realities facing SMMEs in the tourism sector, locally, nationally and globally.

The objective of the E&SD Programme is to contribute to the development, sustainability, financial and operational independence of the identified beneficiaries so that they are mainstreamed in the tourism sector. The programme will assist enterprises and suppliers with access to markets, access to funding, access to business support and training & development. The primary outcome of this three-year programme will be a cohort of competent and fully market-ready Destination Marketing Companies (DMCs), Professional Conference Organizers (PCOs), Quality Assurance Assessors and service providers.

In relation to Enterprise Development, South African Tourism will be investing resources to help start-ups and established enterprises improve and grow their businesses within the broader tourism sector, resulting in economic growth and job creation. Broadly, Enterprise Development sees the investment of time and capital to assist individuals in either establishing, improving, or growing a business within the tourism sector and assisting with sustainable income generation that will lead to long-term economic growth. The aim is to develop sustainable businesses that can grow and contribute to economic growth and job creation in the tourism sector.

On the other hand, Supplier Development is a strategic approach to supply chain management for South African Tourism. In this regard, part of the turnkey solution for South African Tourism is the exploration, articulation and implementation of strategic solutions to create a more inclusive supply chain management system that will be utilised by South African Tourism.

The turnkey solution should consider the following aspects as key focus areas within the overall solution proposed:

Diagnostic Assessment

- Design and conduct diagnostic assessment to determine challenges facing enterprises & suppliers, with particular emphasis on SMMEs.
- Understanding their needs from their perspective and defining recommendations for the turnkey solution.

Policy Development

- Design and develop E&SD policy framework to prioritise new, fresh, innovative, black, small and medium businesses as suppliers in the tourism value chain as well as suppliers in the South African Tourism supplier value chain.
- Policy alignment to display how E&SD aligns to various applicable legislation or policy e.g. NDP, B-BBEE Act, National Tourism Strategy, Preferential Procurement Policy Framework Act etc.
- Design South African Tourism scorecard for divisional contribution to E&SD Programme.

Development of Turnkey Solution

- Design and execution of an E&SD programme with clear targets and number of beneficiaries - based on relevant policy and strategy frameworks, best practice and the outcome of the diagnostic assessment.
- In development the three-year turnkey solution, the following should be considered:

Enterprise Development: Improved Access to the Tourism Value Chain & Enhanced Sustainability of Tourism Enterprises

- Design solutions to create direct market access of new, fresh, innovative, black, small and medium tourism products and attractions to consumers through an innovative digital channel/s to take advantage of the growing FIT market.
- Develop an online easy-to-use self-assessment market readiness toolkit to enterprises to determine market readiness and identify capacity-building opportunities.
- Design and develop an appropriate and tourism-relevant online training solution that addresses all aspects of revenue management, cash flow management and marketing, including and not limited to digital marketing, travel distribution, market targeting, value proposition and competitive pricing, value extraction during trade shows, sales missions, speed marketing and other B2B engagements (domestically and internationally) etc.

- Diagnose and organise round table tourism thought leadership engagements on transformation for innovative strategies, shared targets, adopt-a-SMME beyond contracting, commitments and monitoring progress.

Supplier Development (South African Tourism Procurement Value Chain)

- Broadening of South African Tourism's supplier base is an ongoing basis to improve competitive pricing and provide equal opportunity to more suppliers.
- Through a speed marketing opportunity (also known as procurement days), offer exposure of the South African Tourism suppliers to other buyers' supplier development programmes (tourism and non-tourism related corporates), development financial institution (DFIs) finance solutions, IT enablement and training partners to achieve economies of scales and supplier business growth. The participating partners (corporate sponsor) will be required to support the entrepreneur's business growth with either financial and non-financial business services directly or through a third party as well as procure from them.
- Provision of online targeted capacity building in business service areas such as Procurement, Budgeting, Cash Flow management, Contracting and Contract Management, Bookkeeping, Employee Wellness and Branding and Marketing to improve business competitiveness and success.
- Recognition of best performance and further reward through tourism market access and the South African Tourism's procurement value chain (events and hosting opportunities, business services etc.) for business growth.
- Provision of a database of credible and quality assured suppliers for use by buyers or corporates in the tourism value chain.
- Set targets for Lilizela Award winners and new, fresh, innovative, black, small and medium South African businesses during hostings, roadshows, strategic events (e.g. leisure and MICE), and other marketing initiatives and partnerships.

Recruitment and Onboarding for Programme Participants

- Develop criteria for recruitment of programme participants.
- Manage the recruitment process and onboarding of programme participants.

Programme Implementation, Reporting & Evaluation

- Facilitate monthly, quarterly, and annual reporting on programme implementation in line with South African tourism guidelines.
- Prepare project close-out report in line with guidelines provided by South African Tourism.
- Participate in mid-term and end of term evaluation of programme on basis of requirements and guidelines as stipulated by South African Tourism.

KEY DELIVERABLES

The key deliverables over the three-year period include but are not limited to:

- Development and approval of a **Programme Roadmap** that indicates the chronological sequence of activities, dependencies, outputs and timelines from programme design, implementation, monitoring and reporting to project close-out spanning a 3-year period.
- Development and approval of a **report with recommendations** based on a gap analysis and implementation of a diagnostic assessment to identify SMME challenges in order to inform the E&SD Policy and turnkey solution that will be developed and implemented.
- Development and approval of an **E&SD Policy** articulating SA Tourism policy position, mandate and role in relation to E&SD Development.
- Development and approval of the **turnkey solution** that will be implemented over three years to address the needs of SMMEs, based on gap analysis and diagnostic assessment.
- Development of a document that outlines the **beneficiary eligibility criterion, identification and selection process**.
- Development of an **online training programme** to ensure business success and sustainability, competitiveness and which is responsive to market needs and trends.
- Consolidation and review of SAT divisional plans focusing on E&SD for the next three financial years in order to ensure alignment to the E&SD Policy and turnkey solution. This will include the design of a **SAT E&SD performance scorecard** for divisional contribution to the E&SD Policy.

- Development and implementation of a **Reporting, Monitoring and Evaluation Schedule** to track implementation, progress and measure the impact of the programme. This will include monthly, quarterly and annual reporting to SAT during the 3-year project lifecycle.

The **primary outcome** of the three-year programme is the establishment of a cohort of competent and fully market ready Destination Marketing Companies (DMCs), Professional Conference Organisers (PCOs), Quality Assurance Assessors and service providers that will form part of the tourism sector and the South African Tourism procurement value chain.

END