



**SAT Tender 189/20**

The Development and Implementation of a Turnkey Solution for the South African Tourism Enterprise and Supplier Development (E&SD) Programme

**Notes for Bid Clarification**

**Date issued: 09 July 2021**

**Tender closing date: 03 August 2021 at 12h00**

## Introduction

This Addendum with clarification notes serves to inform potential bidders of changes, amendments and/or clarifications made to the bid documentation. The following questions and/or changes have been received from those that are in position of the bid documentation.

Item	Questions and Responses
1	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"><li>• Please clarify this programme in the context of the mandate of NDT versus SA Tourism. Our understanding thus far is that this is an NDT (National Department of Tourism) mandate. SA Tourism focuses mainly on the marketing of the destination and marketing opportunities for tourism SMMEs, while NDT has concentrated on the development of SMMEs. Is this a departure from that, or as part of the new turnaround strategy?</li></ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"><li>• SA Tourism’s Enterprise-wide project management initiative aims to address the demand side measures and 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 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.</li></ul>
2	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"><li>• In line with this, we have seen the bid from NDT for management training and mentorship for 225 women entrepreneurs in tourism across the nine provinces for a period of eighteen (18) months. How does this NDT bid tie in with the SAT bid?</li></ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"><li>• This is a different programme to the E&amp;SD programme of SAT.</li></ul>
3	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"><li>• Should these 225 women entrepreneurs be incorporated in some aspects?</li></ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"><li>• This would be up to the bidder to consider as part of their proposal.</li></ul>

4	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>We believe that the scope of this bid should entail mentorship, business management training, access to markets, access to financial support, as well as the development and co-ordination of the ecosystem of various independent players to support these SMMEs, to name some of the key components. Is this level of comprehensiveness the intention of SA Tourism?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>The bidder would need to decide on the level, nature and type of training / development that would benefit SMMEs and that would meet the requirements as articulated in the tender document.</li> </ul>
5	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>To what extent (%age) is SA Tourism funding the support of the selected previously marginalised tourism entrepreneurs in each of the nine provinces? We are assuming (unless advised to the contrary) that part of the brief to facilitate co-funding from each of the provinces departments responsible for tourism, or their marketing agencies. Is there already an agreement in this regard with the provinces, or part of discussions at the moment?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>The bidder should at their discretion consider options in this regard as part of their proposal. The terms of reference are clear in terms of the SAT led E&amp;SD programme.</li> </ul>
6	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>Would SA Tourism immediately want to start with all nine provinces and key sub sectors? Or would you prefer piloting the programmes in some provinces and sub sectors as a start?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>The bidder would need to do their own assessment and propose options in this regard.</li> </ul>
7	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>What is the ballpark number of entrepreneurs that we should budget for?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>There has been no estimation in this regard.</li> </ul>

8	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>Should this only be existing entrepreneurs? Or should we also look for new entrants (that might have been successful in other sectors) to push this transformation drive?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>The bidder should exercise their discretion in this regard in responding to the brief as set out in the tender document.</li> </ul>
9	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>Duration of this programme run? 3-5 years? How long should we budget for?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>The tender document clearly outlines that this is a 3 year programme.</li> </ul>
10	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>Point 5.3 page 10 refers to identified beneficiaries: How many beneficiaries are there and what is the geographical spread? If no identified beneficiaries are there a number in mind and a desired geographic spread? Are the DMCS/PCOs/QAA and SPs all start-ups?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>This is a national project and would therefore be conceptualised geographically as such. The number of beneficiaries has not been quantified nor the nature of the beneficiary as a start-up etc. This is what the bidder needs to consider in their response to the tender.</li> </ul>
11	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>The targeted investment of resources (time and capital) to flow through to the start-ups and established enterprises, is there a specific amount and team identified to give of their time and what is the rationale behind that specific resource allocation and amount?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>There is no specific amount. SA Tourism has a project team that will work with the appointed bidder in the management and execution of this project.</li> </ul>

12	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>• Development of turnkey solution: Are the number of beneficiaries the same as the identified beneficiaries or is there a requirement to identify more beneficiaries?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>• The number of beneficiaries has not been quantified. The bidder would apply their discretion in this regard on the basis of their proposed solution.</li> </ul>
13	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>• Supplier development (South African Tourism Procurement Value Chain): How often should the speed marketing/procurement days' event/s be held?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>• The bidder would need to consider the frequency in their conceptualisation of their proposed solution.</li> </ul>
14	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>• Is the focus/weight of this exercise is it going to be given to: <ul style="list-style-type: none"> <li>- SMME's vs DNCs&amp; PCO</li> <li>- Equitably distributed between Tourism heavy provinces vs other provinces?</li> <li>- What is the balance of weight between internal and external supply chain?</li> </ul> </li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>• The E&amp;SD Programme focuses on all the above-mentioned categories. The proposed solution should thus address all categories. However, no specific weight is attached to any of the categories listed above.</li> </ul>
15	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>• What is the total budget amount that SA Tourism allocating to this project?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>• The budget for this project cannot be provided during a tender process</li> </ul>

16	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>• Would we need to allocate a rand value of funding to the entrepreneur/business during the programme or provide them with connection to access to funding?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>• The bidder would need to determine this aspect as part of their proposed solution.</li> </ul>
17	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>• Do you have an allocated amount per entrepreneur/business or a total project budget?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>• There is no allocated amount per entrepreneur / business. The budget for this project cannot be provided during a tender process.</li> </ul>
18	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>• Is this only for black owned businesses or a generic supplier policy for development?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>• The programme is all encompassing.</li> </ul>
19	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>• Do you want a program that focuses on start-up then incubator and then accelerator or one generic program?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>• The bidder would need to provide their solution which considers various options</li> </ul>
20	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>• How many businesses would you like on the programme - is it 3 years total or is 3 programmes over 3 years - what are the possibilities?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>• This is one programme that spans three years. However, the bidder may apply their discretion in how to conceptualise the turnkey solution to meet the business requirement</li> </ul>

21	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>I understand that SMEs will be selected onto the programme following a diagnostic assessment process, so it would not be possible to determine upfront the exact number of SMEs that will participate in the programme. But does SAT have a rough target number of SMEs they foresee participating in the programme over the 3 years? This would help from a costing perspective.</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>The bidder would need to consider various options in this regard.</li> </ul>
22	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>We follow a multi-partner approach to delivering support to SMEs, based on the belief that no single provider can meet all the development needs of SMEs. So, for instance, in our Tourism SME Digital Transformation Programme which we are currently implementing in KZN in partnership with TKZN, we have 4 delivery partners providing various elements, including domestic and international market access, digital marketing training, website development / upgrades and optimisation for online transacting, etc. For the SAT programme we would have 5 to 7 delivery partners (mostly from SA but also 1 or 2 based abroad) delivering various components - but the bidder would be us only. Is SAT open to this multi-partner delivery model or does it prefer one service provider delivering all programme components?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>SA Tourism does not have any preference in this regard.</li> </ul>
23	<p><b><u>Question</u></b></p> <ul style="list-style-type: none"> <li>The RFP sees as the programme's primary outcome the establishment of a cohort of competent and fully market-ready DMCs, PCOs, QAAs, and SPs that will form part of the tourism sector and the SA Tourism procurement value chain. Our approach to tourism SME development is strongly geared towards strengthening the domestic and international competitiveness and facilitating market access, hence our multi-partner delivery model. Would facilitating domestic and international market access for programme SMEs be considered an important contribution by the programme, in addition to the stated primary outcome?</li> </ul> <p><b><u>Response</u></b></p> <ul style="list-style-type: none"> <li>Market access is a business requirement as stated in the terms of reference for this tender</li> </ul>