



SOUTH AFRICAN TOURISM

SAT Tender 224/23

Notes for Bid Clarification

**SAT TENDER 224/23 ORGANISATIONAL DEVELOPMENT FOR SOUTH
AFRICAN TOURISM**

Date issued: 01 August 2023

Tender closing date: 31 August 2023 @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 a position of the bid documentation.

Item	Questions and Responses
1	<p><u>Question</u></p> <p>Does the intervention cover all offices abroad, and will the intervention be an online, hybrid model?</p> <p><u>Response</u></p> <p>Yes, the work covers country offices, and they are mostly hybrid for the Head office and in Sandton and online for country offices.</p>
2	<p><u>Question</u></p> <p>Is there an engagement survey, when was it taken, and did it cover any cultural elements?</p> <p><u>Response</u></p> <p>The bulk of the survey covered organizational culture globally.</p>
3	<p><u>Question</u></p> <p>Is there a current documented Operating Model, and if so, when was it developed, and when was it last updated/amended?</p> <p><u>Response</u></p> <p>Yes, developed in 2018</p>
4	<p><u>Question</u></p> <p>Assuming that it exists, will the current documented Operating Model be shared with the successful bidder?</p> <p><u>Response</u></p> <p>Yes, it will.</p>
5	<p><u>Question</u></p> <p>Does the project scope allow for the development of a comprehensive proposed future organisational structure should the assessment of the status quo indicate that this may be necessary? (The documented scope only refers to “identify areas for improvement”)</p> <p><u>Response</u></p> <p>Yes it does require a draft operating model and future structure</p>

6	<p><u>Question</u></p> <p>Is there an existing documented performance management policy and procedure document as well as historical performance management outcomes data that will be shared with the successful bidder?</p> <p><u>Response</u></p> <p>There is a procedure. We don't have comprehensive data due to online system issues.</p>
7	<p><u>Question</u></p> <p>Does "Ensure employees possess the necessary skills and behaviours for driving organisational success" imply that a skills audit at the individual level will have to be conducted against the to-be-developed competency framework?</p> <p><u>Response</u></p> <p>No. skill audit was done in 2021.</p>
8	<p><u>Question</u></p> <p>In analysing people practices, will the successful bidder have access to relevant information (i.e., surveys, HR policies and procedures, and diversity and inclusion practices), for example?</p> <p><u>Response</u></p> <p>Yes,</p>
9.	<p><u>Question</u></p> <p>Does the reward element of the EVP include an examination of the relative application of SAT's remuneration strategy relative to the industry??</p> <p><u>Response</u></p> <p>NO but recommendations may assist based on observation</p>
10	<p><u>Question</u></p> <p>Does the competency framework include a behavioural and a technical competency framework?</p> <p><u>Response</u></p> <p>YES,</p>
11	<p><u>Question</u></p> <p>Does the scope include change and communications management by the bidder or is this a shared responsibility with the SAT internal team? Does the SAT want its internal subject experts to work with the bidder to promote skills transfer?</p>

	<p><u>Response</u></p> <p>It is a shared responsibility, Yes, its an imperative.</p>
12	<p><u>Question</u></p> <p>Is it a requirement that the Prosci change management methodology be used on the project or will SAT be open to consider the use of other best practice change management methodologies that are fit for purpose given SAT''s specific needs?</p> <p><u>Response</u></p> <p>Open to other recognised methodologies.</p>
13	<p><u>Question</u></p> <p>Please provide a breakdown of the SAT employee numbers by level and unit (clearly indicating the number of employees by unit and international office</p> <p><u>Response</u></p> <p>See attached list.</p>