**ANNEXURE A: DELIVERABLES**

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| **ITEM** |  | | | **DELIVERABLES** | **SERVICE CREDITS** |
| **PLANNING PROCESS** | **DURATION** | | | 1. Study available and relevant information to ensure that the planning process adequately covers the relevant content required to enable effective delivery of the project in line with stipulated objective of the 3 (three) days’ Leadership Engagement Sessions. These include but are not limited to:  * Outcomes from the 2016 EXCO leadership alignment process; * Understanding of SARS’ current landscape, culture and climate; * Conduct a “dip stick” analysis and leadership interviews; * Employee engagement survey results; and * SARS’ strategy and annual performance plan * SARS Service charter, governance framework and values.  1. Attend preparatory meetings aimed at providing insights to relevant information. 2. Ensure adequate preparatory planning required to enable the effective delivery of each session. This will include review of relevant internal documentation, interviews or meeting with relevant stakeholders, site visits of the venue. | **If the Service Provider doesn’t invoice us for the planning process, service credits would not be applicable** |
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| **EXCO LEADERSHIP ALIGNMENT SESSIONS**  **EXCO LEADERSHIP ALIGNMENT SESSIONS** | **No of sessions of 3 days each** | **Proposed dates** | **No of facilitators and resources** | * 1. Lead the 3 (three) days’ EXCO Leadership Alignment Sessions and ensure achievement of the workshop objectives across strategic, operational and culture aspects.   2. Review outcomes of the previous EXCO new ways of working session.   3. Establish the current status quo and create alignment to enable achievement of the SARS strategic objectives.   4. Create group thinking around leadership values leadership philosophy and people philosophy.   5. Adopt leadership behaviours and new ways of working and create a common understanding to ensure consistency in modelling of adopted behaviours.   6. Facilitate a co-creation process, share information and provide an opportunity to contribute inputs into the SARS Culture Transformation programme.   7. Bring SARS’ vision, values and code of conduct to life through alignment of leadership behaviours.   8. Improve team cohesion at leadership level by facilitating a team building process inclusive of personal. experience shared and personal contribution to SARS.   9. Facilitate Strategic planning and review process to enable SARS EXCO to reflect on where SARS is in terms of performance against its Strategic objectives and in relation to its operating environment (i.e. SWOT Analysis).   10. Facilitate alignment of SARS planning and reporting processes; ensuring there is clear understanding of leadership role and responsibilities in driving their respective divisional planning, review and reporting requirements.   11. Facilitate deliberations resulting in the SARS EXCO understanding of stakeholder expectations; governance and service levels that are critical for optimal organisational reputation management.   12. Create a platform for SARS EXCO to understand their role and take ownership of the way forward and in driving organisational change through visible sponsorship and ownership of the cascading process and to driving compliance thereof.   13. Enable SARS EXCO strategic alignment and commitment on the journey and actions required to optimally transition into the future-state and optimally deliver on set objectives.   14. Guide SARS EXCO on principles of ensuring proper transformation results delivery and enable a better understanding for the leadership to embed desired culture change and new ways of work.   15. Enable commitment, ownership and buy-in to lead the National Management Forum as a critical path to driving the SARS Culture Transformation programme. | **5%**  **5%**  **5%**  **5%**  **5%**  **5%**  **5%**  **5%**  **5%**  **5%**  **5%**  **5%**  **5%**  **5%**  **5%** |
| **4** | * **Nov – Dec 2018** * **Apr – June 2019** * **Oct – Dec 2019** * **Apr – June 2020** | **2 Facilitators**  **2 Resources** |
| **NATIONAL MANAGEMENT FORUM WORKSHOPS** | **No of sessions of 3 days each** | **Proposed dates** | **No of facilitators and resources** | 1. Lead the 3 (three) days’ National Management Forum in order to cascade the outcomes of the EXCO Leadership alignment Session for all SARS Group Executives, Executives and Senior Managers.  2.Enable further understanding of the existing SARS strategic direction, mandate and vision.  3.Cascade pertinent culture change elements as per the outcomes of the N-2 Heads leadership engagement sessions.   1. Guide SARS leadership on principles of ensuring proper transformation results delivery and provide a better understanding of the leadership in embedding culture change and new ways of work. 2. Facilitate deliberations resulting in the SARS Leadership understanding of Stakeholder expectations; governance and service levels that are critical for optimal organisational reputation management. 3. Create a platform for SARS leadership to understand their role and take ownership of the way forward and in driving organisational change through visible sponsorship and ownership of the cascading process and to driving compliance thereof. 4. Enable SARS Leadership strategic alignment and commitment on the journey and actions required to optimally transition into the future-state and optimally deliver on set objectives. 5. Enable ownership of the cascading process to their teams and entrench correct behaviours required to enable the SARS Culture Transformation programme. | **5%**  **5%**  **5%**  **5%**  **5%**  **5%**  **5%**  **5%** |
| **4** | * **Nov – Dec 2018** * **Apr – June 2019** * **Oct – Dec 2019** * **Apr – June 2020** | **4 Facilitators**  **2 Resources** |