

Building an Enterprise-Wide Governance Framework for a Government Entity in the Tourism Sector

Client Background

The client is a governmental agency responsible for operationalizing the regional tourism strategy. The organization manages substantial spend across categories such as sponsorships, partnerships, grants, MOUs, and art acquisitions. Since some of these expenditures fall outside the purview of traditional procurement governance, there was a need for a dedicated governance framework to regulate the sourcing, evaluation, and appointment of vendors and partners for such requirements.

List of in-focus categories: (Illustrative)

1. Grants
2. Partnerships
3. MOUs
4. Art Acquisitions



Client Challenges

Inconsistent handling of similar requests

Similar spend requests were being handled differently across teams, with inconsistent application of standards. As a result, governance varied across departments even when the underlying requirement was the same. There was no real standard being applied uniformly, which meant governance looked different across departments, even when the underlying need was the same.

Unclear boundary around exempt spend

There was a lot of activity outside the normal procurement route, but what was “exempt” was not something teams agreed on. Everybody read it differently, and over time, those differences in reading began to create gaps that were hard to ignore.

Exempt and non-exempt spend combined

These two types of transactions were not being tracked separately in any consistent way. When questions came up, especially during audits, it was genuinely difficult to isolate individual transactions or get a clean sense of where the exposure actually sat.

No one owned the full picture

Approvals are spread across functions, and there is not one team looking at exempt spend from an organization view. That fragmentation meant things slipped through the cracks without anyone necessarily realizing it.

Transformation Snapshot

The engagement revealed both the scale and operational complexity of the governance gap:

70+

Stakeholder sessions conducted across sectors

9+

Exempt categories reviewed & standardized

10+

Governance model options evaluated

15+

Departments aligned during framework design & onboarding

Approach

Understanding where things stood

First, the team delved into actual transaction data across exempt categories, not to tick a box, but to understand where the real pressure points were and which classification problems kept cropping up. That picture, coupled with some benchmarking, helped shape what a reasonable path forward could be.

Getting the right people in the room

A lot of time went into conversations with teams across the business, not just to gather inputs, but to genuinely understand how things were working on the ground. Where were approvals getting stuck? What was not practical? What constraints did people actually face? Those conversations were what made the framework realistic rather than theoretical.

Weighing up governance options

Rather than landing on one model early, the team explored a range, centralized, decentralized, hybrid, and looked at each one in terms of what it would take to run, how it would hold up as the business grew, and what it would mean for the teams involved.

Building the Framework

With those inputs, the framework was built, with real specificity, eligibility criteria, approval steps, turnaround expectations and ownership across functions. Risk considerations were built in from the start, not tacked on at the end. We also tested it against department level scenarios to make sure it held up outside of a slide deck.

Managing the Change

It took more than training decks to get teams across the line. There were alignment sessions, implementation support, and regular check-ins. The idea was that it would be a smooth transition, not one that hit teams all at one time.





Outcome / Impact & Value Delivered

Governance & Control

- For the first time, there is a shared governance structure covering exempted spend, with centralized oversight over areas that had basically been running on their own judgment.
- Strategy, Legal, and Finance now have defined roles at key approval points rather than being looped in selectively.

Risk Materially Mitigated

- Risk controls now run through the entire governance process, from the moment a requirement is raised to when a contract is executed, rather than being applied only at certain checkpoints.

Visibility & Scalability

- It is now possible to track and trace activity across the transaction lifecycle in a way that simply was not possible before.
- The framework was also built with scale in mind, it is not a fix for one context, it is something the broader organization can adopt.

Consistency & Decision-Making

- With clearer guidelines in place, classification calls are more consistent and less dependent on individual interpretation.
- The types of misclassifications that were quietly accumulating before have become far less frequent.

Operational Efficiency

- Approval processes have been simplified and timelines improved, especially through the stabilization period.
- Most importantly, the framework has been created to complement, not replace, existing processes, which resulted in a much easier adaptation process.

Audit Trails

- Every decision point now has a record attached to it. That makes audit reviews far more straightforward and gives reviewers the context they need without having to chase it down.

Client Voice

Feedback received from senior leadership highlighted the value and practicality of the framework design:

The framework developed is comprehensive and effectively addresses the use cases across departments. It will help the organization govern spend in a far more structured manner.

— Executive Director, Strategic Affairs

The framework design principles are strong and grounded in a risk-based governance approach, helping reduce organizational exposure while strengthening oversight.

— Director, Business Excellence

The framework will help streamline a significant portion of annual organizational spend while maintaining operational continuity. It also establishes much-needed accountability and governance for exempted transactions.

— Acting Executive Director, Support Services

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