

TERMS OF REFERENCE

To : Supply Chain Management
Date : 10 October 2024
Closing date : 18 October 2024 @ 11h00
Service required : A qualified service provider to develop Tourism
Development Strategy for 3months
When service required: TBA

End User Contact Details

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**TO SEEK A QUALIFIED SERVICE PROVIDER TO DEVELOP THE
KZN TOURISM DEVELOPMENT STRATEGY FOR A PERIOD OF
3 MONTHS**

TERMS OF REFERENCE (TOR)

1. BACKGROUND INFORMATION

1.1 ACRONYMS

EDTEA	Department of Economic Development, Tourism and Environmental Affairs
KZNTAFA	KwaZulu-Natal Tourism and Film Authority
KZN	KwaZulu-Natal
TOR/S	Terms of Reference/s
TD	Tourism Development
CTO	Community Tourism Organisation
DDM	District Development Model
NTSS	National Tourism Sector Strategy
KZN TMP	KZN Tourism Master Plan
EIA	Environmental Impact Assessment
SPLUMA	Spatial Planning & Land Use Management Act
WULA	Water Use Licence Application
JBCC	Joint Building Contracts Committee
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COO	Chief Operations Officer
HTD	Head of Tourism Development
PDM	Product Development Manager
MOU	Memorandum of Understanding
SBD	Standard Bid Document
SLA	Service Level Agreement

1.2 INTRODUCTION

At the apex of the legislative mandate informing the work of the KwaZulu-Natal Tourism and Film Authority (KZN TOURISM AND FILM) is the Constitution of the Republic of South Africa,

Act 108 of 1996, as the supreme law of the Republic of South Africa. Along with the Bill of Rights, the Constitution forms the legal foundation of a democratic South Africa, sets out its citizens' rights and duties and defines the government's structure.

All laws of the country must be consistent with the Constitution, and it further requires that all spheres of government work together to address poverty, underdeveloped, marginalisation of individuals and communities and other legacies of Apartheid and discrimination. In this light, all government institutions, entities, and municipalities ultimately derive their mandate from the Constitution.

Chapter 3 of the Constitution pertaining to Cooperative Government assigns functions to the three spheres of government.

More specifically, Film and Tourism is informed by:

- 1) Schedule 4A of the Constitution, which lists tourism, cultural matters, and language policy and regulation as a functional area of concurrent national and provincial legislative competence.
- 2) Schedule 4B, which lists local tourism as a local government matter of concurrent national and provincial legislative competence, to the extent set out in sections 155(6)(a) and (7) of the Constitution.
- 3) Schedule 5A, which lists cultural and recreation facilities, other than national, as a provincial competence.
- 4) Schedules 4 and 5 of Section 41(1) that define the relationship and principles underlying cooperation between the various spheres of government.
- 5) Section 16(1), Everyone has the right to freedom of expression, which includes —
 - a) freedom of the press and other media;
 - b) freedom to receive or impart information or ideas;
 - c) freedom of artistic creativity; and
 - d) academic freedom and freedom of scientific research.
- 6) Section 30, which states *“Everyone has the right to use language and to participate in the cultural life of their choice, but no one exercising these rights may do so in a manner inconsistent with any provision of the Bill of Rights.”*

In terms of Chapter 6, Section 125 of the Constitution, the KZN TOURISM AND FILM is mandated through the powers and responsibilities delegated by the Premier to the respective Member of the Executive Council (in relation to tourism and film). In KwaZulu-Natal, this responsibility resides within the Department of Economic Development, Tourism and Environmental Affairs portfolio.

1.3 Legislative Mandates

The KwaZulu-Natal Tourism and Film Authority (KZN TOURISM AND FILM) derives its establishment mandate from an act of the KwaZulu-Natal provincial legislature. The KwaZulu-Natal Tourism and Film Authority Act 2 of 2024 established the KZN TOURISM AND FILM as a juristic person in accordance with the provisions of the Public Finance Management Act (No.1 of 1999).

The Act provides for the dissolution of the KwaZulu-Natal Film Commission and the KwaZulu-Natal Tourism Authority and the transfer of the functions of the former Commission and the former Authority to the KZN TOURISM AND FILM. The Act repeals the KwaZulu-Natal Film Commission Act (No. 3 of 2010) and the KwaZulu-Natal Tourism Act (No. 11 of 1996), and its amendments.

1.4 The objectives of the KZN TOURISM AND FILM are to –

- 1) market and promote the audio-visual and tourism sector.
- 2) facilitate the development of the audio-visual and tourism industries.
- 3) create an enabling environment for sustainable job creation in the audio-visual and tourism sector; and
- 4) address historical imbalances in infrastructure and distribution of skills and resources in the audio-visual and tourism sectors in the province

The Authority has the following powers, functions, and duties:

- a) act as the custodian for the integrated marketing and promotion of the province as an audio-visual and tourism destination to local and international markets.
- b) act as a hub for audio-visual and tourism related information.
- c) attract local and foreign investment for the establishment, development and growth of audio-visual and tourism infrastructure, facilities, and products.
- d) provide financial and non-financial support for the development and transformation of the audio-visual and tourism sector.
- e) attract audio-visual productions, leisure tourism and business events.
- f) encourage existing role-players and new entrants into the audio-visual and tourism sector to support local enterprises, employ local people, and partner with local business entities.

- g) provide support programmes targeting small, medium, and micro enterprises to facilitate empowerment and local employment.
- h) raise additional funds to better exercise the powers, perform the functions, and carry out the duties as set out in this Act from sources other than appropriations from the Provincial Legislature.

In addition, the following legislation, as amended, governs the operations of the Authority:

Legislation informing how the core mandate must be delivered	<ul style="list-style-type: none"> ▪ Tourism Act (No. 3 of 2014) ▪ National Film and Video Foundation Act (No. 73 of 1997) ▪ Broad-based Black Economic Empowerment Act (No. 53 of 2003) ▪ Preferential Procurement Policy Framework Act (No. 5 of 2000) ▪ Intergovernmental Relations Framework Act (No. 13 of 2005)
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1.5 ORGANISATIONAL STRATEGIC OUTCOMES

- **Outcome 1:** Institutional Excellence
- **Outcome 2:** KZN recognised as Africa’s leading audio-visual, leisure, and business tourism destination
- **Outcome 3:** Increased volume of tourists and the value they add to the KZN Economy
- **Outcome 4:** Enhanced contribution of KZN’s audio-visual industry to inclusive economic growth
- **Outcome 5:** Increased participation of transformed enterprises in the audio-visual and tourism industries in KZN
- **Outcome 6:** A capable, reputable and high performing organisation.

2. PROGRAMME 2: TOURISM AND FILM DEVELOPMENT

The KZN Tourism & Film Authority's Tourism and Film Development Programme consists of five sub-programs. Its main goal is the development of the tourism sector and the film industry, focused on enterprise development and product development towards the expansion of destination offerings. The programme is aligned with four outcomes in the Strategic Plan. Namely:

OUTCOMES	
No	Description
Outcome 2	KZN is recognised as Africa’s leading audio-visual, leisure, and business events destination

OUTCOMES	
No	Description
Outcome 3	Increased volume of tourists and the value they add to the KZN economy
Outcome 4	Enhanced contribution of KZN's audio-visual industry to inclusive economic growth
Outcome 5	Increased participation of previously disadvantaged groups in the audio-visual and tourism industries in KZN

2.1 Purpose for Tourism Development

The Tourism Development Department has two core units within it, which are Tourism Product Development and Enterprise Development, and its purpose is to facilitate tourism product development, the enhancement of experience offerings and contributing to tourism sector transformation. To this end, the subprogramme responds to outcome two and five in the strategy.

KZNTFA is cognisant of the fact that increasingly tourists are choosing to reduce negative environmental, economic and social impacts on the host country. The growth in green tourism and environmental consciousness of the sensitive tourist creates an opportunity for South Africa whose tourism development policy is centred on responsible tourism practices.

Consequently, the province's approach to product development seeks to adhere to such commitments on responsible and inclusive tourism practices. The National Tourism Sector Strategy guidelines and values on responsible tourism, advocates that all tourism development and activities shall deliver on the triple bottom-line, namely economic, social and environmental sustainability. It is against this backdrop that KZNTFA product development efforts are based.

2.2 Tourism Development Strategic Objectives

- To drive responsible and demand driven tourism development and champion the transformation of the tourism sector in KZN. This is done through, tourism destination development and enterprise development.
- Deepen the understanding of stakeholders and proponents about the identification, planning, development and management of tourism products.
- Inform and ensure adherence to the requirements of tourism product development.
- Outline approaches for planning and development of tourism infrastructure and services to promote the product.
- Enhance the experience of visitors by providing high-standard and safe tourism products.

2.3 Principles of Tourism Product Development

KZNTFA shall ensure that the following principles are adhered to throughout the process of identification, planning and implementation of tourism product development proposal.

- a) Consideration of economic, social and environmental impacts as a pre-requisite to developing tourism products.
- b) Maximising local economic benefits – increasing linkages and reducing leakages.
- c) Ensure communities are involved in planning, decision-making and beneficiation from tourism product development.
- d) Maintain and encourage social, cultural and natural diversity.
- e) Use local resources sustainably, avoid waste and over-consumption.
- f) Foster innovation and creativity in the products being developed.
- g) Advocate for and encourage response to the needs and demands of the 4IR in the tourism product development lifecycle management.

2.4 Classification of Tourism Products

The classification of products is important for a better understanding of their unique characteristics, so that they can be promoted appropriately and marketed to the right client. Therefore, products are classified as follows.

Class	Description
Culture	Cultural tourism products encompass the unique features of a place and reflect its culture and history, promote the rich tapestry of cultural traditions, ethnic backgrounds and landscapes
Nature	These are more closely associated with the natural environment. These may include natural resources such as the area's climate and its setting, landscape and natural environment.
Adventure	A type of product that involves tourists travelling to remote or exotic locations to take part in physically challenging outdoor activities.
MICE	A product developed for the purpose of Meetings, Incentives, Conventions and Exhibitions.
Sports	Sports tourism products are developed for tourists to experience or view sports-related activities

2.5 Policy Mandates

Various national policy and strategy frameworks give effect to how the KZNTAFA mandate should be implemented, and have direct bearing on the priorities and focus areas of the Authority, briefly summarized below:

Policy Framework	Implication
UN Sustainable Development Goals (SDGs) (2015)	<p>Adopted by the United Nations in 2015, the 17 SDGs set a common sustainable development agenda for pursuit by all signatory nations, including South Africa. The following SDGs are particularly relevant to KZNTAF:</p> <ol style="list-style-type: none"> 1) Goal 5: Achieve gender equality and empower all women and girls. 2) Goal 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. 3) Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.
African Union Agenda 2063 (2015)	<p>The African Union Agenda 2063 reflects seven aspirations:</p> <ol style="list-style-type: none"> 1) A prosperous Africa, based on inclusive growth and sustainable development. 2) An integrated continent, politically united and based on the ideals of pan-Africanism and the vision of Africa's Renaissance. 3) An Africa of good governance, democracy, respect for human rights, justice, and the rule of law. 4) A peaceful and secure Africa. 5) An Africa with a strong cultural identity, common heritage, values, and ethics. 6) An Africa where development is people-driven, unleashing the potential of its women and youth; and 7) Africa as a strong, united, and influential global player and partner.
National Development Plan, Vision 2030 (2012)	<p>The NDP envisions an economy that provides full employment by 2030 and serves the needs of all South Africans from different racial, social, and economic backgrounds. 2030 targets include:</p> <ol style="list-style-type: none"> 1) Elimination of poverty (income less than US 2\$ per day). 2) Reduction in inequality (move the Gini coefficient from 0.69 to 0.60). 3) Reducing unemployment from 24.9% in 2012 to 14% by 2020, and 6% by 2030. <p>KZNTAF contributes most directly to:</p> <ol style="list-style-type: none"> 1) Chapter 3 – Economy and jobs: Tourism (including Film Tourism) is identified as a highly labour-intensive industry which stimulates the development of small businesses, which generate FDI and significant export earnings. Emphasis is placed on: <ol style="list-style-type: none"> a) Increasing the number of tourists entering South Africa and the amount spent. b) The availability of tourism infrastructure. c) Positioning South Africa as a regional shopping and business centre; and d) Ease of access by air and travel facilitation through favourable visa regimes.
	<p>These themes are addressed as part of the Pillars and Actions of the National Tourism Sector Strategy (NTSS)</p>



Policy Framework	Implication
<p>National Development Framework (2019)</p> <p>Spatial Development Framework 2050</p>	<p>1) Chapter 15 – Nation Building and Social Cohesion: Arts, Culture and Heritage Sector is a powerful driver of creating a sense of inclusiveness and encouraging interaction between South Africans from different social backgrounds and, importantly, mobilising an active and responsible citizenry. Three themes of Chapter 15 strategy:</p> <ul style="list-style-type: none"> a) Reducing poverty and inequality by broadening opportunity through economic inclusion, education and skills, and specific redress measures. b) Promoting mutual respect, inclusiveness, and cohesion by acting on the constitutional imperative that South Africa belongs to all who live in it, and that all are equal before the law; and c) Deepening the national appreciation of the responsibilities and obligations that citizens have towards one another. <p>Furthermore, the NDP highlights that the economic value and contribution of the Arts, Culture and Heritage Sector is increasingly recognised; and that strategies must be developed and implemented to exploit its potential on a global scale.</p> <p>Under the theme: <i>“Moving South Africa forward to the desired Spatial Future”</i>, the national Spatial Development Framework sets out an action plan to bring about radical spatial transformation at scale and manage and mitigate national risks (current and emerging).</p> <p>It proposes a set of five national spatial action areas, which require urgent, focused, and integrated national spatial infrastructure investment and spending; and concerted and sustained intergovernmental collaboration, including the alignment of plans, budgets, and departmental plans in and between the spheres of government.</p> <p>KZNTAF will play an important role in ensuring spatial equity through tourism and film, by improving the geographical spread of tourism and film and localising tourism and film support in collaboration with district and local marketing organisations.</p>
<p>White Paper on the Development and Promotion of Tourism in South Africa (1996)</p>	<p>The Tourism White Paper informed the roles envisaged of the various partners in Tourism:</p> <p><i>“Tourism must be Government led, private sector driven, and community-based”.</i></p>
<p>Draft Revised White Paper on Arts, Culture and Heritage (2018)</p>	<p>The revision of the White Paper on Arts, Culture and Heritage seeks to assess the impact, gains, and limitations of the 1996 White Paper on Arts, Culture and Heritage and seeks to accelerate transformation and restructuring of the creative sector by removing the obstacles that hinder effective policy implementation. The amendments being considered further highlight the priority now given to the creative sector in South Africa:</p> <p>1) The Revised White Paper on ACH was adopted by Cabinet on 22 August 2018. It envisages the reconfiguration of the institutional landscape. It has since been tabled in Parliament, but raises questions in terms of policy positions and landscape changes:</p> <ul style="list-style-type: none"> a) Will see the amalgamation of some of the institutions and the constitution of a Monolithic Council. But how would this Council operate? A feasibility is currently underway. b) Such design should be less about individual interests, but more about achieving the economies of scale, alignment, reduction of duplications and better performance.

Policy Framework	Implication
	2) This is at governance level of the Board – the institutions remain stand-alone institutions.
Medium-Term Strategic Framework 2019-2024 (MTSF)	<p>MTSF 2014-2019 comprises seven medium-term priorities:</p> <ol style="list-style-type: none"> 1) Priority 1: A capable, ethical, and developmental State. 2) Priority 2: Economic transformation and job creation. 3) Priority 3: Education, skills, and health. 4) Priority 4: Consolidating the social wage through reliable and quality basic services. 5) Priority 5: Spatial integration, human settlements, and local government. 6) Priority 6: Social cohesion and safe communities. 7) Priority 7: A better Africa and world. <p>Although KZNTAF’s primary contribution is to priorities 1, 2 and 7, it has direct and indirect roles to play in priorities 3, 5 and 6 as well.</p>
KZN Provincial Growth and Development Strategy, 2021 (PGDS) (2021 Review, Draft)	<p>The KZN Provincial Growth and Development Strategy (PGDS) envisions: <i>“KwaZulu-Natal will be prosperous province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the world”.</i></p> <p>The PGDP is a strategic management tool to ensure that, as a province, there is a concerted and measured effort to achieve the vision of the PGDS as a plan for the Province of KZN and not just for government.</p> <p>Aligned to the 7 National Priorities of the 2019-2024 MTSF, the PGDP reflects impact and measurable outcomes for KZN for each of the priorities (these are the KZN additions to what is contained in the MTSF).</p> <p>KZNTAF contributes most directly to the following KZN-specific impacts of the PGDS:</p> <ol style="list-style-type: none"> 1) Priority 1 impact: The population of KZN is satisfied with the levels of government service delivery. 2) Priority 2 Impact: Inclusive, expanded and sustained economic output is the fundamental driver for job creation and transformed economic growth. 3) Priority 5 Impact: Improved coordination between national, provincial, and local government to improve service delivery. 4) Priority 7 Impact: A better South Africa and better region (tourism and protocols); and 5) Cross-cutting Priority Impact: All women, girls, youth, and persons with disabilities enjoy better life opportunities.
KZN Economic Recovery and Transformation Plan (2021) (Direct response to Covid-19)	<p>Premier Sihle Zikalala unveiled the KZN Economic Recovery and Transformation Plan at his State of the Province Address on 26 February 2021. The Plan is a direct response to the economic challenges brought on by the Covid-19 pandemic. The focus is on five priorities:</p> <ol style="list-style-type: none"> 1) Intensifying the fight against the coronavirus, 2) Reigniting economic recovery and job creation, 3) Building social cohesion, fighting crime and corruption, 4) Delivering basic services, in particular water; and 5) Building a capable and ethical development State. <p>The creative industries and tourism are included in the list of 15 sectors that have been identified as the key drivers of exports and investments.</p>

2.6 INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

The strategy of the KZNTAFA needs to take into consideration a range of sectoral and institutional film and tourism institutional policies and strategies, many of which are being revised and/or reviewed due to the dynamic and constantly changing environment, especially considering the socio-economic impact of the Covid-19 pandemic.

Institutional Strategy	Policy/Implication
National Tourism Sector Strategy, 2016-2026 (2017)	The NTSS outlines five (5) key pillars for the strategy to 2026, namely: <ol style="list-style-type: none"> 1) Effective Marketing: A coherent approach to promote South Africa to become top of mind destination and improved conversion rate. 2) Facilitate Ease of Access: Seamless travel facilitation and access to participate in tourism. 3) The Visitor Experience: Provide quality visitor experiences for tourists (both domestic and international) to achieve customer satisfaction and inspire repeat visitation. 4) Destination Management: To provide for sustainable development and management of the tourism sector; and 5) Broad-Based Benefits: Promote the empowerment of previously marginalised enterprises and rural communities to ensure inclusive growth of the sector
National Tourism Recovery (NTRS) (2020) / Now called Tourism Sector Master Plan	The NTRS outlines the focus areas and actions to be implemented to reignite demand, rejuvenate supply and to build enabling capacity during and post the Covid-19 pandemic.
National Film Strategy (NFS, NFVF) (2014)	The NFS recognises the value that the film industry contributes to South Africa's gross domestic product (GDP). It is grounded on four main pillars to which KZNTAF contributes: <ol style="list-style-type: none"> 1) Human capital development and transformation: Ensuring the equitable growth and development of the film industry. 2) Institutional framework and finance models: Ensuring that adequate funding models are in place to grow and sustain the film industry. 3) Markets for South African content: Ensuring that South African film content is accessed by the local and global market; and 4) Infrastructure development: Ensuring that the appropriate infrastructure is developed to enable and support a growing film industry.
White paper on Audio and Content Services Policy (Draft)	The Draft White Paper is in the process of being finalised, with public hearings scheduled for May 2021. It will take effect during the period of this strategic plan and has, therefore, been considered in planning. The White Paper, amongst others, proposes new policy and regulatory changes and recommendations intended to reposition the audio-visual media sectors for future growth and to promote investments.
Funding and incentives for the audio-visual industry	KZNTAF accesses funding and incentives and to support the growth and development of the audio-visual sector from a range of sources, including: <ol style="list-style-type: none"> 1) DTI and other local and international development financing agencies – film incentives. 2) National Empowerment Fund – specific film fund. 3) IDC – media and motion pictures fund.

Institutional Policy/Implication Strategy	
Provincial	
KZN Tourism Masterplan (2030) – under review	<p>The KZNTMP envisions that: <i>“By 2030, KwaZulu-Natal will be globally renowned as Africa’s top beach destination with a unique blend of wildlife, scenic and heritage experiences for all visitors”</i></p> <p>The KZNTAF Strategic Plan gives effect to the following strategic objectives:</p> <ol style="list-style-type: none"> 1) Increase tourism GDP levels and employment. 2) Foreign tourist arrivals growth. 3) Domestic tourist arrivals growth. 4) Improved geographic spread of tourism. 5) Ensure Durban is THE place to holiday. 6) Improved overall visitor service and satisfaction. 7) Achieve significant transformation of the sector. 8) Grow the events and meetings, incentives, conferences, and exhibitions sector (‘MICE’); and 9) Improve other niche tourism experiences for which the province has potential and develop these markets.
KZN Film Tourism Strategy (2015)	<p>The objective of the film tourism strategy is to boost tourism, specifically niche tourism products related to film production (include documentaries, television, advertisements, etc.) within KZN and, as such, several key outcomes are expected:</p> <ol style="list-style-type: none"> 1) Increase in the number of tourism days within KZN. 2) Increase in the number of films produced in KZN. 3) Increase in awareness of both the TKZN and KZNFC brand; and 4) Increase in the number of niche Tourism products. <p>The vision is to create an <i>“Internationally recognised and sustainable niche film tourism industry in KwaZulu-Natal”</i>, through the following strategic focus areas:</p> <ol style="list-style-type: none"> 1) Institutional support and facilitation; and 2) Product development and marketing.
KZN Film Industry Strategy (2016)	<p>The KZN Film Industry Strategy outlines the industry growth and enabling strategies to achieve the following overall objective: <i>“The KZN film industry doubles its (real 2016) revenues from the film industry by 2022.”</i></p> <p>The strategy from an overarching framework for the implementation of a commercial video strategy, the international film strategy and film tourism strategy, the digital visual entertainment strategy, as well as the implementation of Zulu language content programmes.</p> <p>Together, the strategies aim to achieve the following five-year strategic objective: <i>“To promote KZN as an international and domestic film destination through the facilitation and promotion of investment in skills and catalysing of regulatory requirements, encouraging private and public sector growth and use of film and related products and services.”</i></p>
EDTEA Strategic Plan 2020-2025	<p>EDTEA Vision: <i>“A radically transformed, growing, inclusive, innovative and sustainable economy, optimising employment in KwaZulu-Natal.”</i></p> <p>EDTEA Mission: To provide creative and innovative leadership towards:</p> <ol style="list-style-type: none"> 1) Facilitating integrated economic planning and growth. 2) Being a catalyst for economic transformation, job creation and sustainable development.

Institutional Strategy	Policy/Implication
	3) Implementing strategies that drive economic growth and promote sound environmental management and climate resilience. 4) Creating a conducive environment for trade, investment, and tourism; and 5) Developing, monitoring, and enforcing a sound business, environmental, and consumer protection regulatory framework. EDTEA Outcomes: 1) Institutional excellence. 2) Inclusive and transformed economic growth. 3) Environmental sustainability and resilience.
Provincial Audio-visual and Tourism Policy	Chapter 7 (Provincial Government) of the KZNTAF Act prescribes that the MEC must, within a period not exceeding six months after the commencement of this Act, after consultation with the Authority and the Provincial Audio-visual and Tourism Committee, develop and publish by notice in the Gazette: 1) A provincial audio-visual and tourism policy; and 2) A framework municipal audio-visual and tourism policy. KZNTAF would need to support and give input into the development of policies, and to play a leading role in its implementation.
KZN CTO Strategy	The CTO Strategy seeks to achieve the following objectives - <ul style="list-style-type: none"> ▪ To strengthen the relationships within the tourism sector and improve the overall tourism system performance; ▪ To improve the allocation of resource for tourism at local government, in line with the existing potential; ▪ To enable the private sector to efficiently organise itself to “speak with one voice”; ▪ To ensure effective coordination of tourism marketing at a local level; ▪ To provide institutional framework for uniform establishment and functioning of the CTOs in the province; and ▪ To establish linkages between the private sector and government agenda

2.7 About KwaZulu-Natal’s Tourism & Film Brand

2.7.1 The KZN brand is underpinned by key attributes that enable KZNTFA and the trade to promote destination relevantly to different market segments. The brand attributes are listed below:

- Action/Adventure
- Land/Water Safari
- Scenic Beauty
- Coastal/Beach Experiences
- Culture/Heritage

2.7.2 The brand is defined through the following key characteristics:

Tone	<ul style="list-style-type: none"> • Emotive • Expressive • Real • Spontaneous • Enjoying every moment • Witty
Personality	<ul style="list-style-type: none"> • Authentic • Informal • Emotionally connected • Fun and witty
Emotional Benefits	<ul style="list-style-type: none"> • Great memories • Mental recharge • Carefree-ness • Relaxation • Real experiences
Physical Benefits	<ul style="list-style-type: none"> • Accessible • Escape to a different world • Fun • Adventure • Family orientated • New experiences and unforgettable memories
Reason to believe	<ul style="list-style-type: none"> • Warmth climate • Sun, sea, beaches • Breathtaking scenery • African wildlife in its natural state. • Unique culture and heritage of Zulus
Values	<ul style="list-style-type: none"> • creative • vibrant • natural • challenging • surprising

3. THE PURPOSE OF THE TERMS OF REFERENCE

The Tourism Development Department within KZN Tourism & Film is embarking into a process of developing and establishing the KZN Tourism Development Strategy. These TORs seek to provide guidelines for the appointment of a suitable service provider to develop the required TD Strategy for the department to meet its mandate and objectives pertaining to the supply side of the tourism value chain.

The TD Strategy should be focusing on three elements, which is product development (infrastructure), investment promotion (project packaging) and enterprise development (transformation).

4. CONTRACT OBJECTIVES & EXPECTED RESULTS

4.1 Motivation: Why is this Project Important

Tourism Development is mandated to facilitate tourism product development, the enhancement of experience offerings and contributing to tourism sector transformation. The department responds to outcome two and five in the organisational strategy. The transformation of the sector cannot be overemphasized, the entity is geared towards positive contribution to the supply side of the destination and driving of rural and township tourism development.

4.2 Overall Contract Objectives

- a) Develop and establish the tourism development strategy that is practical, feasible and achievable.
- b) Produce empirical research baseline with clear insights to inform the TD strategy, pertaining to the development imperatives and priorities of the provincial and national governments.
- c) Produce concise and practical implementation and action plans to deliver on the organisation's strategic objectives and priorities.

5. PROJECT PROPOSAL

To achieve the development of the Tourism Development Strategy the service provider must consider the following:

1. Executive Summary
2. Vision
3. Values
4. Objectives
5. Legislation
6. Implementation
7. Situational Analysis
8. Tourism Products, Services, Infrastructure & Facilities
9. KZN Tourism Product Development Insights
10. SWOT Analysis
11. Industry Skills & Training Insights
12. Strategic Relations & Stakeholder Mapping
13. Tourism Product and Project Packaging
14. Institutional Arrangements
15. Key Development Strategies & Methodologies/models
16. Product Development Implementation Plan
17. Evaluation & Monitoring
18. Conclusion

Developing the KZN Tourism Product Development Plan and Action Plan in line with the vision of KZNTFA and KZN's key priorities for economic development with focus to township and rural based communities.

5.1 Technical Proposal Requirements

- 5.1.1 In phase one, the appointed service provider together with the Tourism Development team will be expected to establish a steering committee comprised of various stakeholders for the management and governance of the strategy development process.
- 5.1.2 In phase two, the service provider will be required to develop concept proposal including;
 1. Points of departure
 2. Legal and policy framework
 3. Spatial framework
 4. Focus on development of tourism in township and rural areas.

5. Identification of key tourism nodes and sites / projects for public and/or private sector funding.
 6. Compilation of a comprehensive database of projects.
 7. The identification of key infrastructure required for tourism product development that will enable KZN to be competitive on a global scale and a priority rating to such infrastructure.
 8. Training, marketing, entrepreneurial support and institutional frameworks
 9. Environmental and infrastructural constraints particularly issues such as legislation, funding and investment
- 5.1.3 In phase three to facilitate the identification of key infrastructure required for tourism product development that will enable KZN to be competitive on a global scale and a priority rating to such infrastructure. Including the budget estimates/forecasting.
 - 5.1.4 The fourth phase is to finalise the product development plan, investment and an implementation programme.
 - 5.1.5 The fifth and final phase of the assignment consists of the tabling of the final report to the steering committee to ensure proper closure of the study.

5.2 Financial Proposal

- 5.2.1 A detailed pricing schedule for the RFQ evaluation purposes, based on a fully inclusive of the (Scope of Services – Functionality) and must detail relevant of the strategic development.
- 5.2.2 This price should be stated clearly as a VAT inclusive amount.
- 5.2.3 Each bidder must quote on a detailed pricing schedule based on the amount of work that goes into developing a destination strategy.

6. SCOPE OF WORKS

To achieve the development of the Tourism Development Strategy the service provider must consider the following:

1. Executive Summary
2. Vision
3. Values
4. Objectives
5. Legislation
6. Implementation
7. Situational Analysis
8. Tourism Products, Services, Infrastructure & Facilities
9. KZN Tourism Product Development Insights
10. SWOT Analysis
11. Industry Skills & Training Insights
12. Strategic Relations & Stakeholder Mapping
13. Tourism Product and Project Packaging
14. Institutional Arrangements
15. Key Development Strategies & Methodologies/models
16. Product Development Implementation Plan
17. Evaluation & Monitoring
18. Conclusion

Developing the KZN Tourism Product Development Plan and Action Plan in line with the vision of KZNTFA and KZN's key priorities for economic development with focus to township and rural based communities.

7. TEAM COMPOSITION

- Development Strategist
- Tourism Researcher

8. OUTPUTS AND DELIVERABLES

- Tourism Development Stakeholder Map
- Key Development Strategies & Methodologies/models
- Tourism Development Strategy
- Product Development Implementation Plan
- KZN Tourism Product Development Insights

- SWOT Analysis of the destination supply side
- Industry Skills & Training Insights, baseline

9. LOGISTICS AND TIMING

9.1 Duration of the Contract

The appointment of the successful bidder will be subject to the signing of a contract and service level agreement. The service provider will commence on the date stipulated in the Award letter that will be issued by KwaZulu-Natal Tourism & Film and the contract will be for a duration of 3 months from the date of the signing of the contract by both parties.

9.2 Reporting

The service provider is required to report to the Acting Head of Tourism Development: Mr. Samora Nqweniso on progress of the project within the stipulated timeframes. The report will be required to be documented in a specific format as provided by the entity.

The service provider must provide the Acting Head of TD with a project plan indicating time frames, processes of implementation and provide reports.

The Service provider must avail themselves to status meetings as and when required on the progress of the project. The meetings where necessary will be held together with related stakeholders such as EDTEA and CTOs.

8. EVALUATION CRITERIA

The bid for the appointment of each service provider will be evaluated on compliance, mandatory requirement, functionality, preference point system and specific goals in accordance with the Preferential Procurement Regulation 2022.

Phase 1: COMPLIANCE

- ***The bidder must be registered as a vendor on the National Treasury Central Supply Database (CSD). If not registered bidder must make means to register in order to bid for the process: Link below for registration on the database:***

[Register user - Central Supplier Database Application \(csd.gov.za\)](https://csd.gov.za)

- **The bidder must be in good standing with SARS, the information will be verified through Central Supply Database (CSD) and SARS e-filing pin in compliance with Instruction Note 9 of 2017/2018 prior to the award of the quotation.**
- **Completed Standard Bidding Documents (SBDs), Defaulters etc.**

Phase 2: MANDATORY REQUIREMENTS (If applicable) (disqualifying requirement)

- **N/A**

Phase 3: EVALUATION ON FUNCTIONALITY

The service provider must score a minimum of 70 % in order to be evaluated further for price and preference points. **Refer to Annexure 1** below, for the information that must be provided and supported with documentation in order for the bid proposal to be evaluated and scored on Functionality.

Phase 4: APPLICATION OF PREFERENCE POINT SYSTEM AND SPECIFIC GOALS:

The 80/20 preference points system will be applicable for the evaluation of this process in accordance with the Preferential Procurement Regulations 2022.

	Specific Goals
Price	80
Ownership Goals	
<ul style="list-style-type: none"> • A At least 51% Black Africans, Indians and Coloreds 	10
<ul style="list-style-type: none"> • At least 51% (Women Ownership) 	10
RDP Goals	
<ul style="list-style-type: none"> • Enterprise located in a specific Region • Enterprises located in a specific Municipal Area • Enterprises located in a specific province 	

<ul style="list-style-type: none"> Enterprises located in rural areas 	
Combination of Goals	
<ul style="list-style-type: none"> Combination of any specific Goals 	
Total	100

Kindly Refer to Table 1 of SBD 6.1 of the Preference Claim Form to claim for Points.

Verification of Specific Goals:

- Ownership verification may be conducted through submission of the Sworn Affidavit or BBBEE Certificate with a summary report or CSD report.
- Submission of a Medical certificate for people with Disabilities or CSD Report.
- Submission of a Utility Bill or CSD Report to verify locality.

Failure on the part of a tenderer to submit proof or documentation required in terms of this Quotation to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.

The organ of state reserves the right to require of a tenderer, either before a Quotation is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

All quotations with all the required documentation to be forwarded to scmquotes@kznfilm.co.za / quotes@Zulu.org.za

For Technical Enquiries Contact: Mr Samora Nqweniso

Email: samora@zulu.org.za

For SCM Enquiries Contact: Mr. Sboniso Gama

Email: scm@kznfilm.co.za

ANNEXURE 1: EVALUATION GRID

TECHNICAL CRITERIA	DESCRIPTION	MAX POINTS ALLOCATION
Company Experience	<p>Company credentials against the proposed scope of services as outlined above on point 6 (Scope of Services – Functionality)</p> <p>Required evidence:</p> <ul style="list-style-type: none"> ▪ Reference letters to confirm the experience. The letter must be signed and dated. The timeframe should be within the last 6 years ▪ A detailed company profile that complies with the aspects broken down under point 6 of the bid document. ▪ Minimum 3 Reference letters on companies' letterhead (not older than 6 years) <ul style="list-style-type: none"> ▪ 5 client reference letters = 10 points ▪ 4 client reference letters = 7 points ▪ 3 client reference letters = 5 points ▪ 2 client reference letters = 3 points ▪ 1 client reference / no client reference = 0 point ▪ Companies' relevant years of experience checked against the company profile: <ul style="list-style-type: none"> ▪ Years and above = 10 points ▪ – 9 Years = 7 points ▪ – 6 Years = 5 points ▪ – 4 Years = 2 points ▪ 0 – 3 Years = 0 point 	20
Company Capabilities	<p>Company capability to deliver on the full scope of services as outlined in Number 6 (Scope of Services – Functionality)</p> <p>A detailed understanding of the scope by the service provider and how they propose to carry out the Scope of the services listed under point 6 in the document (methodology)</p> <ul style="list-style-type: none"> ▪ The bidder must demonstrate thorough understanding of the objectives and scope of work for this assignment by providing a comprehensive methodology/approach to be utilised for the execution of this assignment. ▪ In its methodology, the bidder must address critical aspects such as project planning, timelines, monitoring & evaluation, development models/strategies, sustainability, quality assurance etc. ▪ Provide stakeholder mapping. <p>Required evidence:</p>	20

	<p>The Project Schedule contains all required information Gantt Chart (compulsory), resource schedule, activity sequencing linked to timelines = 20 points</p> <p>The Project Schedule contains Gantt Chart (compulsory), limited/insufficient required information = 10 points</p> <p>Project Schedule No Gantt Chart (compulsory), resource schedule, activity sequencing linked to timelines provided= 0 points</p>	
	<p>Previous Experience</p> <p>Previous relevant experience and examples of previous Development oriented strategy / Tourism Development strategy development and paid for by clients that is in line with the KZNTFA scope as outlined in Number 6 (Scope of Services – Functionality) of the bid document.</p> <p>Portfolio of Evidence (PoE) with a minimum of five (5) accounts of similar scope and magnitude.</p> <p>Each PoE to be in a form of a presentation with at least three (3) slides per account outlining the work done.</p> <p>Slides to be submitted in hardcopy format</p> <ul style="list-style-type: none"> ▪ 0 – 4 Account = 0 points ▪ 5 Accounts = 10 points ▪ 6 Accounts = 15 points ▪ 7 Account = 20 points 	20
EXPERTISE OF KEY PERSONNEL	<p>Experience and Qualification for the Key Personnel</p> <p>The bidder to submit a detailed CV of the Team that will be working with KZNTFA. (The table of resources must be submitted using the Human Resources table.</p> <p>The resources must have experience and supporting qualifications clearly outlined in their CVs. All relevant qualifications listed in their CV must be accompanied by a certified copy of the certificate.</p> <p>All personnel submitted by the bidder cannot be changed without prior approval from KZNTFA.</p> <p>The qualification and experience of key personnel allocated to the project responsible for various functions, on behalf of the Service Provider, will be evaluated in relation to his/her academic and professional qualifications and experience on projects having scope of work relevant to this project as presented below.</p>	40

	<p>A CV of each of the Key personnel of no more than 5 pages should be submitted. The C.V of each employee must include contactable references.</p> <p>The CV's of individuals will be used for evaluation of each of the personnel for this section.</p> <p>EXPERTISE OF KEY PERSONNEL ALLOCATED TO THE PROJECT = 40 POINTS</p> <p>Breakdown of Points. The team should include:</p> <ul style="list-style-type: none"> ▪ Development Strategist = 20 points ▪ Tourism Researcher = 20 points <p>Experience = 10 points</p> <p>Number of relevant years of experience</p> <ol style="list-style-type: none"> a) 3 up to 5 years = 4 points b) Above 6up to 7 years = 6 points c) Above 7 up to 10 years = 8 points d) Above 10 years = 10 points <p>Qualification = 10 points</p> <ol style="list-style-type: none"> a) National Diploma in /NQF Level 6 or equivalent certification in the same field= 5 points b) Bachelor's degree /NQF Level 7 or equivalent certification in the same field = 10 points 	
	<p>DEVELOPMENT STRATEGIST = TOTAL OF 20 POINTS</p> <p>Number of relevant years of experience: 10 points</p> <ol style="list-style-type: none"> a) 3 up to 5 years = 4 points b) Above 6up to 7 years = 6 points c) Above 7 up to 10 years = 8 points d) Above 10 years = 10 points <p>Qualification: 10 points</p> <ol style="list-style-type: none"> a) National Diploma in Development Studies/NQF Level 6 or equivalent certification in the same field= 5 points b) Bachelor's degree in development studies/Bachelor of Social Sciences/NQF Level 7 or equivalent certification in the same field = 10 points 	
	<p>TOURISM RESEARCHER = TOTAL OF 20 POINTS</p> <p>Number of relevant years of experience: 10 points</p> <ol style="list-style-type: none"> a) 3 up to 5 years = 4 points b) Above 6up to 7 years = 6 points 	

	<p>c) Above 7 up to 10 points = 8 points d) Above 10 years = 10 points</p> <p>Qualification: 10 points</p> <p>a) Bachelor's degree in Tourism Development & Management/NQF Level 7 or equivalent certification in the same field= 5 points b) Masters in Tourism Development & Management/NQF Level 9 or equivalent certification in the same field = 10 points</p>	
Total Points for Functionality		100
Minimum qualifying score- A bidder scoring below 70 points in quality will be considered as disqualified for evaluation and will be discarded from any further evaluation.		