



Zulu Kingdom. Exceptional

TERMS OF REFERENCE (TORs) FOR TERMS OF REFERENCE FOR THE APPOINTMENT OF A PANEL OF SERVICE PROVIDERS WITH EXPERTISE IN THE ENTERPRISE DEVELOPMENT SPACE WITH ABILITY TO CAPACITATE AND GROW BUSINESSES IN VARIOUS AREAS OF BUSINESS OPERATIONS

1. BACKGROUND

- 1.1 The KwaZulu-Natal Tourism Authority, which operates under the name Tourism KwaZulu-Natal, is responsible for the development, promotion, and marketing of tourism into and within the province. The Authority's statement of intent and direction is drawn from the mandate vested in the organization by the KwaZulu-Natal Tourism Act, 1996 (as amended, including No. 2 of 2002). The vision of Tourism KwaZulu-Natal is to position the province of KwaZulu-Natal as Africa's leading tourism destination, nationally and internationally.
- 1.2 Tourism KwaZulu-Natal have various departments within it, Tourism Development department role is to facilitate responsible and demand-driven product development, accessibility, and the transformation of tourism in KwaZulu-Natal. The strategic objectives of the unit are to facilitate tourism destination development, promote tourism investment; and to champion the transformation of the tourism sector.
- 1.3 Over the past few years, it has been identified that tourism practitioners and businesses particularly small tourism businesses are not upraised on what TKZN can offer to support their initiatives.
- 1.4 To this end, Tourism KZN has over the years driven an SMME development through its SMME support programme to help small and emerging tourism businesses through a coordinated capacity building and market access initiatives. However, the programme was revamped in 2022/23 financial year in order to enhance and reconfigure the existing interventions while contributing to the transformation of the tourism sector. The program includes the following areas of intervention:
 - 1.4.1 Business Needs Assessment
 - 1.4.2 Skills Development & Training
 - 1.4.3 Mentorship & Coaching
 - 1.4.4 Entrepreneurship Development
 - 1.4.5 Socio-economic Development (Rural Community Tourism)

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1.4.6 Market Access & Business Linkages

1.4.7 Supplier Development Support

1.4.8 Business Aftercare Support

1.5 Tourism Transformation Business Case

- a) To achieve transformation objectives, the tourism BBBEE Sector Codes provides the blueprint by which to facilitate and measure progress. The BBBEE elements provide the basis for advocating transformation in the sector.
- b) Transformation should not be approached as a 'tick box' exercise. It is a moral and fiduciary obligation to all those who participate in the sector. If properly implemented, in the spirit of BEE, transformation makes good business sense. As new players enter the sector, they will introduce innovation, this in turn, will attract new markets and stimulate new demand driven product development.
- c) Therefore, each initiative and project undertaken in the transformation of the sector must be based on sound business principles that incorporate real opportunities that are approached in a structured and focused manner and deliver on the Sustainable Development Goals (SDGs) objectives.

2. PURPOSE & UTILISATION OF THE PANEL

- 2.1 The purpose of the panel is to, in addition to the TKZN's internal capacity, source a broad skills base on Enterprise Development from external service provider. Therefore, the objective of these Terms of Reference is to appoint a panel of experts that will be available to support the full scope of work in the Tourism Development Department.
- 2.2 The panel will consist of companies that make up the top six (6) or less scoring bidders who have achieved the minimum evaluation threshold of 80% in the Functionality evaluation.
- 2.3 The selection of service providers from the panel for the Request for Proposals (RFP) process will be on a rotational basis or be guided by the services required at the time.
- 2.4 The contracting of service providers for specific work required will be facilitated by the TKZN SCM office.
- 2.5 There is no guarantee that a service provider on the panel will be contracted for specific work assignments during the tenure of this contract.

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- 2.6 Assignments will be structured as work packages that clearly define the scope and objective of work, proposed timeframes, qualifying criteria, qualification requirements, and expected deliverables etc.
- 2.7 The service providers that have been appointed to the Enterprise Development panel for the respective type of service will be approached and expected to submit quotations as and when the service is required. Work packages will then be allocated to successful bidder(s).
- 2.8 TKZN SCM office will be responsible for the evaluation of bids received in terms of the RFP, and the award of contracts for specific work/project, which may include service level agreements.
- 2.9 The SCM Office reserves the right to allocate work packages to more than one expert, depending on the nature of work/project required.
- 2.10 The work/projects will be managed by the responsible project manager within the Tourism Development Department.
- 2.11 Furthermore, it is important that the nominated personnel on the panel project the following skills and attributes:
 - 2.11.1 In-depth knowledge of the tourism sector;
 - 2.11.2 Have reasonable experience in working with SMMEs particularly in the tourism sector;
 - 2.11.3 Excellent communication and presentation skills, written and verbal;
 - 2.11.4 Research development skills and ability to interpret data;
 - 2.11.5 Ability to generate and produce reports on interventions and projects;
 - 2.11.6 Detailed knowledge and use of the Microsoft Office Suit (MS Word, Excel, PowerPoint) as well as MS Project and other relevant software; and
 - 2.11.7 Practical experience in working with government and its agencies.

3. SCOPE OF WORK - FUNCTIONALITY

Furthermore, the appointed panel of experts will be expected to have an array of skills relevant to fulfil the following:

- 3.1 Facilitation and coordination of the TKZN ED programme;
- 3.2 Provide a detailed implementation plan once appointed;
- 3.3 The enhancement of entrepreneurship in tourism focusing on rural and township economies in KZN;
- 3.4 Source out sponsorship funding model and partnerships for the TKZN Enterprise Development programme, to build an ecosystem of tourism entrepreneurs;

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- 3.5 Propose and facilitate a public private partnership approach through identification of relevant partners;
- 3.6 Define SMME selection criteria also consider the TKZN existing criteria;
- 3.7 Selected SMMEs (beneficiaries) should be representative of most district municipalities to ensure geographic spread;
- 3.8 Define the programme graduation criteria;
- 3.9 Conduct business needs assessment to establish required intervention; and
- 3.10 Manage the mentorship element by identifying and linking relevant mentors with mentees.
- 3.11 Ensure the mentors are experts in their respective field;
- 3.12 Provide specific support according to the needs of the business as identified by the needs assessment;
- 3.13 Provide market access readiness programme to support SMMEs;
- 3.14 Provide skills development programme for capacity building; and
- 3.15 Define monitoring and evaluation mechanisms.
- 3.16 The ED beneficiaries would include the following enterprises in the value chain:
 - 2.1.1 Travel & related services
 - 2.1.2 Accommodation providers
 - 2.1.3 Hospitality & related services

4. METHODOLOGY AND APPROACH

- 4.1 The interested service providers should submit as part of their response to the request for proposals a clear methodology that will be used to undertake and complete the assignment as specified in the scope of work under paragraph 3 of these terms of reference.
- 4.2 The service provider will be required to initiate updated business models that will help enterprises do business better, and these should be approved by Tourism KwaZulu-Natal for implementation.

5. SOURCING PROCESS

- 5.1 TKZN will first identify the need for a service and source resources for the opportunity. Funding and work is not guaranteed across the 3 year period for the panel appointments.
- 5.2 When TKZN requires a specific service to be rendered, a Request for Quotations (RFQ) will be issued to those companies that are part of the panel who indicated expertise in that specific work area.
- 5.3 For evaluation process, the proposed company or companies must meet the criteria as stipulated by the SCM Office on the RFQ. Refer to Clause 6 below.

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6. EVALUATION CRITERIA

6.1 The evaluation criteria for the Functionality evaluation is as follows:

6.2	Technical Capability	Proof	Score		% Weighting
6.2.1	<p>Experience of the service provider The service provider must have experience in the following areas of intervention:</p> <ul style="list-style-type: none"> 1.4.1 Business Needs Assessment 1.4.2 Skills Development & Training 1.4.3 Mentorship & Coaching 1.4.4 Entrepreneurship Development 1.4.5 Socio-economic Development (Rural Community Tourism) 1.4.6 Market Access & Business Linkages 1.4.7 Supplier Development Support 1.4.8 Business Aftercare Support 	<p>Relevant reference letters – on a client’s letterhead, dated and signed, with contact details and describing the services/trainings rendered over a period between 2015 and 2022.</p>	Provided support between 8-7 areas of intervention	5	30%
Provided support between 6-5 areas of intervention	4				
Provided support between 4-3 areas of intervention	3				
Provided support between 2-1 areas of intervention	2				
No support in any area of intervention	0				
6.2.2	<p>Experience of the team to this particular assignment: The service provider’s key personnel (facilitators) / proposed team must have relevant qualifications, skills in the following:</p> <ul style="list-style-type: none"> • Co-ordinating and facilitating mentorship and coaching 	<p>Provide copies of Curriculum Vitae including certified copies of qualifications obtained for personnel delegated to implement the ED and enterprise support programme.</p>	10 years or more experience in all of the skills listed for the proposed team	5	20%
8-9 years of experience in all of the skills listed for the proposed team	4				
6-7 years of experience in all of the skills listed for the proposed team	3				

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	<ul style="list-style-type: none"> • Skills development and training • Digital marketing • Enterprise development • Supplier development • Market access and business linkages • Business Financial Management 		<p>4-5 years of experience in all of the skills listed for the proposed team</p> <p>2</p>	
			<p>2-3 years of experience in all of the skills listed for the proposed team</p> <p>1</p>	
			<p>0-1 year of experience in all of the skills listed for the proposed team</p> <p>0</p>	
6.2.3	<p>Approach/Methodology: 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, graduation system, quality assurance etc.</p>	<p>Clear Method Statement: Project Execution Method</p> <p>Project Schedule Contains Gantt Chart (compulsory), resource schedule, activity sequencing linked to timelines</p> <p>Quality Control Plan</p>	5 Points	40%
		<p>Clear Method Statement: Project Execution Method</p> <p>Project Schedule Contains Gantt Chart (compulsory), resource schedule, activity sequencing linked to timelines</p>	3 Points	
		<p>Clear Method Statement: Project Execution Method</p>	1 Point	
6.3.2	<p>Cost Saving Initiatives Describe in detail initiatives and strategies your firm is currently developing or using to adjust to the current changing market conditions.</p>	<p>Cost saving plan demonstrates benefits from previous projects</p>	5 points	10%

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		Cost saving plan demonstrates benefits for the current project	3 points	
		No cost saving plan submitted for the current project	0 Points	

7. CONTRACT PERIOD

The duration for the panel will be over a period of 3 years from the date of the appointment of the service providers.

8. REPORTING

The service provider appointed shall report directly to the Transformation Manager, Tourism Development, who in turn reports to the GM Tourism Development.

9. AMENDMENT, MODIFICATION OR VARIATION

The Terms of Reference may be amended, varied or modified in writing after consultation and agreement by affected parties internally.

Digitally Signed by:
Samora Nqweniso
 Acting GM
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PREPARED BY:
Samora Nqweniso
Acting General Manager: Tourism Development

17/02/2023 01:55:24 PM
DATE: -----

APPROVED/NOT APPROVED:

Digitally Signed by:
Phindile Makwakwa
 Chief Operating Officer
 11e3e145-99d4-4722-ab79-7e8faddefb6d
 IP Address: 196.30.93.172
 Date: 2/20/2023 9:43:51 AM
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Phindile Makwakwa
Chief Operating Officer

20/02/2023 09:43:51 AM
DATE: -----

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