



Zulu Kingdom. Exceptional

## TERMS OF REFERENCE (TORs) FOR BUSINESS NEEDS ANALYSIS FOR THE TKZN's ENTERPRISE DEVELOPMENT PROGRAMME

### 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)
  - 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

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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. OBJECTIVES

- 2.1 The purpose of the needs analysis is to, in addition to the TKZN's internal capacity; source the services and skills of the service provider with experience in business analysis in the SMME sector. Therefore, the objective of these Terms of Reference is to appoint a service provider with expertise, that will assist the Tourism Development Department to identify key areas of intervention for an efficient enterprise development support programme.
- 2.2 To establish challenges faced by small and emerging tourism enterprises in the business environment, thus helping TKZN respond to clear challenges with informed interventions.
- 2.3 To respond to the demands of the 4IR and other digital transformation realities in the business world that are faced by SMMEs in the tourism sector.
- 2.4 Establish an efficient and transformative enterprise development plan with clear deliverables aimed at addressing outcomes and recommendations of the business assessment exercise.

## 3. SCOPE OF WORK

The appointed service provider will be expected to have an array of skills relevant to fulfil the following:

- 3.1 The appointed service provider will be expected to identify and establish interventions necessary to respond to the identified gaps and challenges faced by SMMEs in the sector.
- 3.2 Profiling and assessment of the business needs analysis for 40 tourism SMMEs in the TKZN Enterprise Support programme focusing on following areas of assessment:
  - 3.2.1 Business operations
  - 3.2.2 Financial management and business profitability status
  - 3.2.3 Marketing needs
  - 3.2.4 Digital Transformation status
  - 3.2.5 Investment needs
  - 3.2.6 Market access needs
  - 3.2.7 Human Resource needs
- 3.3 Provide a detailed implementation plan with timelines and cost estimates per intervention once

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appointed.

- 3.4 Propose specific interventions with costing according to the outcomes of the business needs assessment in a report format with phased approach.
- 3.5 The ED beneficiaries would include the following enterprises in the value chain:
  - a) Travel & related services
  - b) Accommodation provider
  - c) Hospitality & related service.

**4. SKILLS AND COMPETENCIES**

The interested service provider must have the following set of skills, competences, and experiences.

- 4.1 In-depth knowledge of the tourism sector.
- 4.2 Have reasonable experience in working with SMMEs particularly in the tourism sector.
- 4.3 Excellent communication and presentation skills, written and verbal.
- 4.4 Research development skills and ability to interpret data.
- 4.5 Detailed knowledge and use of the Microsoft Office Suit (MS Word, Excel, PowerPoint) as well as MS Project and other relevant software.
- 4.6 Practical experience in working with government and its agencies.
- 4.7 Knowledge and background on SMME development.

**5. EVALUTION CRITERIA**

8.1	Technical Capability	Proof	Score		% Weighting
8.1.1	<p><b>Experience of the service provider</b>                      The service provider must have experience and proven record in working with SMMEs in the business support, incubation and growth space. Experience in working with tourism businesses will be an added advantage. Should have experience in the following areas of intervention:</p> <ul style="list-style-type: none"> <li>a. business operations analysis (human resources, and all systems</li> </ul>	<p>Relevant <b>reference letters</b> –on a client’s letterhead, dated and signed, with contact details and describing services rendered over a period between 2015 and 2022.</p>	Provided support between 8-7 areas of intervention	5	40%
			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	1	
				0	

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	<p>related to a tourism business)</p> <p>b. financial analysis and revenue projection</p> <p>c. marketing and promotion solutions</p> <p>d. Market access opportunity identification</p> <p>e. Digitalisation of small businesses</p> <p>f. Research development and data analysis for reporting</p>				
8.1.2	<p><b>Experience of team to this assignment:</b> The service provider’s key personnel (facilitators) / proposed team must have relevant qualifications, skills in the following:</p> <ol style="list-style-type: none"> <li>1. Business Administration</li> <li>2. Marketing and digital marketing</li> <li>3. Research, data analysis reporting</li> <li>4. Accounting and financial management</li> <li>5. Tourism management</li> <li>6. Business development</li> </ol>	<p>Provide copies of <b>Curriculum Vitae including certified copies of qualifications obtained</b> for personnel delegated to work on this project.</p>	<p>10 years or more experience in all of the skills listed for the proposed team</p> <p>8-9 years of experience in all of the skills listed for the proposed team</p> <p>6-7 years of experience in all of the skills listed for the proposed team</p> <p>4-5 years of experience in all of the skills listed for the proposed team</p> <p>2-3 years of experience in all of the skills listed for the proposed team</p> <p>0-1 year of experience in all of the skills listed for the proposed team</p>	<p>5</p> <p>4</p> <p>3</p> <p>2</p> <p>1</p> <p>0</p>	<p>30%</p>
8.1.4	<p><b>Approach/Methodology:</b> The bidder must demonstrate thorough understanding of the objectives and scope of work for this assignment by providing a comprehensive methodology/approach to be</p>	<p><b>Clear Method Statement:</b> Project Execution Method <b>Project Schedule</b> Contains Gantt Chart</p>	<p>5 Points</p>		<p>20%</p>

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	<p>utilised for the execution of this assignment. In its methodology, the bidder must address critical aspects such as project planning, timelines, monitoring &amp; evaluation, quality assurance etc.</p>	<p>(compulsory), resource schedule, activity sequencing linked to timelines <b>Quality Control Plan</b></p>		
		<p><b>Clear Method Statement:</b> Project Execution Method</p> <p><b>Project Schedule</b> Contains Gantt Chart (compulsory), resource schedule, activity sequencing linked to timelines</p>	3 Points	
		<p><b>Quality Control Plan</b></p>	1 Points	
8.2	<p><b>Cost Saving Initiatives</b> 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%
		<p>Cost saving plan demonstrates benefits for the current project</p>	3 points	
		<p>No cost saving plan submitted for the current project</p>	0 Points	

**6. CONTRACT PERIOD**

The contract will be for a period of up to 3 months from the date of the appointment of the service provided.

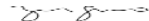
**7. REPORTING**

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

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**8. AMENDMENT, MODIFICATION OR VARIATION**

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

  
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**PREPARED BY:**  
**Zandile Ngcobo**  
**Administration Assistant: Tourism Development**

**DATE:** -----

Digitally Signed by:  
**Samora Nqweniso**  
Acting GM  
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**APPROVED/  
NOT APPROVED**  
**Samora Nqweniso**  
**Acting General Manager: Tourism Development**

**DATE:** -----