

REQUEST FOR QUOTATION (RFQ)

**APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT HERITAGE TOURISM AND HOSPITALITY
MARKET STUDY, VALUE PROPOSITION DEVELOPMENT AND BUSINESS PLANNING FOR THE NCOME
MUSEUM SITE**

BIDDER REFERENCE NUMBER : NMQ 01 OF 2023
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SUMMARY OF THE TERMS OF REFERENCE

Quotations are being solicited from suitably qualified and experienced service providers to conduct heritage tourism and hospitality market research, value proposition development and business planning for the Ncome Museum site.

SITE LOCATION

The Ncome Museum is situated about 43 kilometers from Dundee, 24 kilometres from Nquthu and 72 kilometres from Vryheid. The site is located in an environment characterised by various cultures which include AmaZulu, Basotho and Afrikaner cultures. The site is accessible via Road R33 between Dundee and Vryheid. Less than 30 kilometres from Dundee, the route turns right onto De Jager Drift road , which leads to the site, about 20 kilometres along De Jager Drift. The site can also be accessed via Nquthu town.

INTRODUCTION AND BACKGROUND TO THE PROJECT

The Ncome Museum was founded in 1998 and officially opened its doors in 1999. The museum was established as one of the Presidential Projects, a Legacy Project. The Ncome Museum project was one of a number of initiatives across South Africa which were set in motion in a bid to correct what was perceived to be a lopsided representation of South Africa's heritage. The Ncome Museum was therefore intended to offer a balanced interpretation of the 1838 confrontation between the Voortrekkers and AmaZulu as well as to showcase and communicate the Zulu material and living culture and heritage. The first phase launched in 1999 included the main exhibition hall, a work station for artistic and cultural projects (which was a temporary structure), the curio shop, KwaMkhulu (temporary structure for exhibition) and a carport.

The second phase which was officially opened in 2014 includes a multipurpose hall and conference centre, staff offices, library, workroom for art and craft activities, staff accommodation, tourist accommodation, public toilets, lock up garages, kitchen and restaurant, and a guard room.

In addition, there is a bridge, the Reconciliation Bridge, which connects the Ncome Museum site and the Bloodriver Museum site across the Ncome river. This bridge facilitates the movement of visitors

between the two sites and is also a symbol of reconciliation between previously belligerent race groups.

The primary function of this museum is therefore to preserve and promote living heritage, heritage collection management and conservation, research, exhibition, heritage and culture communication and education. The Ncome Museum is administered under the auspices of the uMsunduzi Museum, a statutory cultural institution established in terms of the Cultural Institutions Act 119 of 1998. The National Heritage Resources 25 of 1999 is also central to its functions, especially in so far as the administration of heritage resources is concerned.

Additional legislation governing and guiding these institutions include the Public Finance Management Act 01 of 1999 as amended, the Labour Relations Act of 1995, the Basic Conditions of Employment Act, the Employment Equity Act, the Preferential Procurement Framework Act and the Constitution of the Republic of South Africa Act.

The current vision of these institutions is *Creative and empowered socially cohesive South African communities that appreciate our diverse cultural heritage* but at the founding of the Ncome Museum the vision was to bring about transformation in the fields of culture and history and to promote heritage and attract audiences by creating interactive exhibitions through the use of the latest technology. The current vision has not substantially veered too far away from the previous one. In line with the previous vision, the mission was to advance the appreciation of the dynamic history and diverse cultures of all the people of KwaZulu Natal. The aspirations of the Ncome Museum as reflected in the current activities and modus operandi have not departed from the initial vision of transformative interventions that are interactive and that seek to take optimal advantage of latest technologies. The current mission of the uMsunduzi and Ncome Museums is *To contribute towards creative and empowered socially cohesive South African communities through preserving, promoting and presenting our cultural heritage.*

CULTURAL AND HISTORICAL SIGNIFICANCE

The Ncome Museum is associated with and is a representation of the events that took place in the vicinity of the Ncome River on 16 December 1838. It is for this reason that the Ncome River and its surroundings are places of cultural and historical significance. The Battle of Ncome and consequently the site of this battle and its environs are significant in the national history of cultural encounters and race relations, the production of historical knowledge and the pursuit of nation building and social cohesion.

The importance of the site pivots on it being the actual battle field where the encounter between the AmaZulu and the Voortrekkers occurred; this is what makes this site a place of heritage significance, a place of oral tradition and living heritage and a place of significant landscape and natural features and components that are associated with the battle and some of them are of socio-cultural and even economic pertinence to local communities.

TOURISM AND HOSPITALITY VALUE

The vision of the Ncome Monument and Museum site becoming a tourist attraction and a project with a potential to have a socio-economic development impact in the locality was always central to the establishment of this site. The tourist accommodation as well as kitchen and restaurant components of the development were included in a bid to realise this objective. The motivation for these components, at inception, was presented as follows:

The tourist accommodation will be run by experts in the field and would be rated according to SATOUR grades and processes. Local people will be employed in the process. The demand for the facility came from tourists, school groups, community members and others. When the museum has its own functions, tourists want an accommodation that would be viable and convenient for them so as to be able to experience the whole environment as a heritage site, including evening events. At the moment accommodation in the vicinity of the museum is not adequate and some of the tourists have been referred to Blood River Monument. The facility would also enable the Museum to accommodate school groups for their night excursions...A request for such an accommodation had also been put forward by local municipalities as they feel that there should be accommodation onsite that would benefit the poverty-stricken community

...well equipped kitchen is required for museum functions when there are hundreds of people. The kitchen would also be let [out] to people when the hall is established because it would cater for community projects and other activities in this case the museum would be in very good position to

generate income that would assist in the upkeep and maintenance of such as facility. Furthermore, there is no area for visitors to have something to drink and eat, including traditional African dishes. The museum received numerous requests from tourists for such facility. It is recommended that a facility which could be run by experts in the field must be built. This will also provide recruitment for the local community. Catering will be done according to relevant standards and by experts in the field. The museum would stand a great deal to benefit from this facility and the community would also benefit. The museum would charge a market value rent.¹

The above gives an idea of what the original intentions were and below is a brief account of the *status quo*.

NCOME MONUMENT AND MUSEUM STATUS QUO

The *status quo* the Ncome Monument and Museum at the time of the drafting of these Terms of Reference was as outlined below.

Interpretative Centre and Monument

This forms the core of the commemorative aspect of the site as a display of cultural items and exhibits on which the narrative which the museum is an embodiment of is based. The interpretative centre is currently the main visitor attraction.

Office block and multipurpose hall

The office block includes offices for staff and a multipurpose hall which is hired out to patrons and is also utilized for museum programmes.

Library

The library keeps both cultural content and general reading material which include fiction and non-fiction. It also hosts public engagement activities and has anchor programmes aimed at cultivating a culture of reading.

Restaurant and kitchen

¹ eThembeni Cultural Heritage: Heritage Impact Assessment of the Ncome Museum Complex, 2006



The restaurant is currently not operating at its full capacity but it's operations are currently pitched at the level of a coffee house serving hot and cold beverages and small bites such as a variety of sandwiches and French fries.

Braai area

The braai area is relatively active and is, from time to time, hired out to patrons for private activities.

Personnel





A staff complement of 12 permanent employees made up of manager, education officer, cultural officer, library assistant, administrative assistant, 4 general workers, site supervisor and tourist guide.

Programmes

Programmes include commemorative events, library public engagement events, skills workshops, educators workshop, guided tours for schools, guided tours for general visitors.

Overnight Visitor Accommodation

The overnight visitor accommodation is relatively active and operates as follows:

Accommodation Type	Description	Image	Price (per person)	Price (couple)
Single Room	Double Bed Communal Bathroom and Toilet DSTV		R360-00 per room	R420-00 per room
4-Sleeper Room	4 Single Beds Communal Bathroom and Toilet DSTV		R264-00 per person	
Family Room	1 Double Bed 1 Single Bed En-suite DSTV		R840-00 per room	R960-00 per room
Self-Catering House	1 Bedroom with double bed 1 Bedroom with single bed Fully equipped kitchen Lounge area with DSTV		R1440-00 per house	

PROJECT PURPOSE

The purpose of this project is to ascertain the viability of the Ncome Museum site both as a heritage and culture preservation as well as tourist attraction initiative. The process should seek to regauge the need for and viability of the site, look at infrastructure purposing and repurposing, assess product offering and packaging, determine existing and potential market and audience segments and propose operations management model and develop a proforma business plan. This will include making value proposition recommendations that would ensure that the visitor experience is enhanced and improved.

WORK SPECIFICATION

The task to be undertaken by the successful consultant or consortium in line with these Terms of Reference will be managed by the uMsunduzi and Ncome Museums based on the scope of work as outlined below.

SCOPE OF WORK

The Scope of Work will cover the following:

- Conduct a desktop feasibility assessment and market study to determine the full extent of heritage, tourism and hospitality potential of the Ncome Museum against the backdrop of its immediate locale
- Identify and assess elements that should be constitutive of a full-fledged heritage and cultural tourism value proposition and make recommendation for how these elements can be leverage
- Assess and determine opportunities for investor attraction and make recommendations
- Assess and determine opportunities for community participation, in terms of community-run initiatives, and make recommendations
- Identify and assess multiplier/downstream and value add tourism opportunities that will potentially benefit the local community
- Ascertain the feasibility of identified business opportunities that can be pursued in terms of both heritage and culture offerings as well as tourism and hospitality offerings

- Undertake a benchmarking exercise with similar projects within the 80-kilometre radius of the Ncome site

KEY DELIVERABLES

The following deliverables are expected:

- Inception report to be delivered within a week of confirmation and acceptance of appointment
- Detailed feasibility, market study and value proposition report to be delivered within two months from the day of confirmation and acceptance of appointment
- Stakeholder and resource mapping report
- Bankable business plan proposals entailing operational model, management model, institutional arrangements, financial estimations where applicable
- Consultation report including minutes of meetings, attendance register and other concrete evidence covering the period from inception and closeout of the project

PROJECT TEAM

This project will require a multi-disciplinary team of experts with verifiable five-year track record of conducting work of a similar nature. This team should have verifiable in-depth knowledge and experience in planning viable and sustainable heritage tourism and hospitality initiatives

TIMEFRAME AND REPORTING

The timeframe for this project is estimated to be a period of two (2) months. The appointed service provider will be expected, as part of the inception report, to table a realistic work schedule in line with mutually agreed deadlines. The mutually-agreed and approved deadlines will be fixed for the duration of the project and any deviations shall be motivated for, negotiated with and approved by uMsunduzi Museum before they are effected



ACCOUNTABILITY AND REPORTING PROCEDURES

The service provider will work in cooperation with the Ncome Museum Manager whose role will be to coordinate the project and to serve as a link between the service provider and uMsunduzi and Ncome Museums Council and Management.

The service provider is expected to present reports in line with the mutually agreed upon milestones

The service provider will be expected to maintain up-to-date financial records and other records related to project disbursements and expenditure

DOCUMENTATION AND CONFIDENTIALITY

All documentation and other materials or data, direct or incidental, produced as part of this project, whether in hard copy or digital, will be deemed property of uMsunduzi and Ncome Museums. Such material cannot be made available to any third parties without the express consent, in writing, of the uMsunduzi and Ncome Museums

COMPULSORY DOCUMENTS:

Please note that failure to submit the following documents and/or proof will lead to immediate disqualification:

1.	Proof of registration with the National Treasury Central Supplier Database (CSD)
4.	A valid Tax Clearance Certificate or Tax status pin issued by SARS.
5.	Company registration documents (Proof of ownership/shareholding certificate if applicable)
6.	Original certified company resolution or letter of authority or letter of appointment authorizing the signatory of the Entity to sign the contract with the Institution.
7.	Certified ID copy of the authorised signatory.
8.	Certified ID copy of the project manager/project team.
	The following documents to be completed and signed:
9.	SBD 4
10.	Project Budget Breakdown and Workplan



GENERAL

Should a service provider have a reason to believe that these terms of reference are structured for a particular brand or service provider, they should raise the objection in writing with uMsunduzi Museum within 10 days from the placement of the advert.