



TERMS OF REFERENCE FOR THE PACKAGING OF MALOTI DRAKENSBERG TRANSFRONTIER CONSERVATION AREA TOURISM OFFERINGS

SADC/GIZ Transboundary Use and Protection of
Natural Resources (TUPNR) Tourism Support

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1. Background to SADC/GIZ TUPNR Tourism Support

Since 2012, the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) has supported the Southern African Development Community (SADC) Secretariat Food, Agriculture and Natural Resources (FANR) Directorate and Member States with the SADC/GIZ programme entitled 'Transboundary Use and Protection of Natural Resources (TUPNR) in the SADC Region' (hereinafter referred to as 'SADC/GIZ TUPNR'). In the ongoing second phase of SADC/GIZ TUPNR (2015 – 2020), the strategic objective of the project is to support SADC FANR to improve the implementation of SADC protocols and strategies for sustainable natural resource management in TFCAs by regional and national actors.

Effective from February 2019, a Tourism Support Package has been added to the TUPNR programme for implementation until the end of TUPNR in December 2020 (hereinafter referred to as SADC/GIZ TUPNR Tourism Support).

Expected Outputs of the SADC/GIZ TUPNR Tourism Support are provided in Table 1 below.

Table 1: TUPNR Tourism Support expected outputs

Output 1	Output 2	Output 3	Output 4
The tourism policy function of SADC Secretariat in supporting Member States is enhanced.	Institutions involved in development of sustainable tourism in SADC TFCAs are strengthened.	Marketing of SADC TFCA destination offerings in regional and international markets is strengthened.	The capacity of private and public sector stakeholders to develop Public Relations content, instruments and approaches to raise awareness about TFCA tourism in local, regional and international markets is increased.

Subsequent to an international procurement process, implementation of the SADC/GIZ TUPNR Tourism Support has been outsourced to AFC/Gopa Consultants hereinafter referred to as the 'Consultant'.

2. Background on SADC TFCAs

SADC Transfrontier Conservation Areas (TFCAs) were founded on the realisation that natural resources straddling boundaries between and among SADC destinations are shared assets with substantial potential to meaningfully contribute to biodiversity conservation and the socio-economic development of rural communities living in and around them.

Several SADC protocols, strategies and programmes provide for legislative, institutional and programming context for the development and marketing of TFCAs as important destinations in the region. The 1998 SADC Protocol on the Development of Tourism calls amongst other things for the facilitation of travel and removal of obstacles to development of tourism (Article 5), and the marketing of tourism in the region through common and coordinated strategies and activities (Article 7). For the 2013 SADC Programme for TFCAs, some important elements of the SADC Protocol on Tourism have been reiterated, such as the development of TFCAs into marketable regional tourism products (component 7), and the enhancement of local livelihoods (component 5). Additional policy mechanisms of importance include the: SADC Protocol on Facilitation of Movement of Persons (2005); SADC Regional Biodiversity Strategy (2006); SADC Regional Infrastructure Development Master Plan (2013); and the SADC Regional Indicative Strategic Development Plan (RISDP 2005-2020) which has

identified transboundary natural resource management, sustainable development and private sector engagement as a priority for the region.

There are 18 TFCAs in SADC in both terrestrial and marine environments at various stages of development. Their configuration varies from those that are Transfrontier Parks (TP) that include two or more adjacent and protected areas (e.g. Kgalagadi Transfrontier Park), to those that include a complexity of land-uses such as communal land, concession areas and protected areas (e.g. Kavango-Zambezi TFCA). These Terms of Reference focus on the Maloti Drakensberg Transfrontier Conservation Area.

3. Background on tourism in SADC

An ever-increasing number of destinations worldwide have opened up to and invested in tourism, turning it into a key driver of socio-economic progress through the creation of jobs and enterprises, export revenues and infrastructure development (UNWTO, 2017).

In the Southern African region, the total contribution (direct and indirect) of travel and tourism to SADC GDP was USD 56.3bn (8.2% of GDP) in 2017, and was forecast to rise by 3.7% in 2018, and to rise by 4.0% pa to USD 86.5bn (8.7% of GDP) by 2028. In 2017 the total contribution of travel and tourism to SADC employment, including jobs indirectly supported by the industry, was 6.1% of total employment (6,326,000 jobs). This was also expected to rise by 3.8% to 6,563,500 jobs in 2018 (6.1% of total), (WTTC, 2018).

However, given the size and scope of the Southern African region's cultural heritage and natural resources, current numbers of tourists visiting the Southern African region are low. Therefore, while tourism is a growing and important economic sector for SADC, the region is yet to realise its full potential for the local population to fight poverty through their socio-economic inclusion in tourism value chains and minimise rural exodus, and to preserve its natural and cultural heritage.

4. Rationale for tourism market development in the Maloti Drakensberg Transfrontier Conservation Area

The Maloti-Drakensberg TFCA covers a total area of 14,740km² comprising of the mountains that straddle the eastern border of the landlocked mountain Kingdom of Lesotho with the Republic of South Africa. The TFCA is composed of four sub-regions: (i) the Eastern Cape Drakensberg and Witteberge, (ii) the KwaZulu Natal Drakensberg, (iii) the Lesotho Maloti Mountains, and (iv) the eastern Free State. The TFCA boasts three National Parks, the Sehlabathebe and Tsehlanyane National Parks in Lesotho and the Golden Gate Highlands National Park in South Africa. Additionally, in 2013 the United Nations Educational, Scientific and Cultural Organization (UNESCO) inscribed Sehlabathebe National Park as an extension to the Ukahlamba Drakensberg World Heritage Site in South Africa, becoming the Maloti Drakensberg Transboundary World Heritage Site – Lesotho's first World Heritage Site listing - establishing a geographical overlap between the TFCA and a World Heritage Site.

The Maloti Drakensberg Mountains are home to a vast array of cultural heritage features. The mountains, with their highest peak Thaba Ntlenyana rising to 3,482m, contains the largest concentrated collection of rock paintings in Sub-Saharan Africa. 35,000-40,000 individual images are housed in more than 600 known sites, painted by the San people over a period of more than 4,000 years. Other cultural heritage offerings include paleontology, stone-age and iron-age excavations, sites and artefacts.

The area contains a range of globally significant fauna and flora including over 2,500 species of flowering plants, of which 13% are endemic. The high cliffs are also home to endangered species such as the Cape vulture and the bearded vulture. The Maloti Drakensberg TFCA area is also home to almost two million people resulting in bountiful cultural tourism offerings, with several cultural villages being located in the area.

The Maloti Drakensberg TFCA and the tourism sector are interdependent. The TFCA is an ideal platform for promoting regional tourism integration and growth in Southern Africa, thereby contributing towards employment creation, economic diversification and subsequently to poverty reduction in rural and remote areas adjacent to its tourism attractions. Conversely, the tourism sector in the area is an important market-based contributor to financing its protected areas, with the tourism industry being dependent on the TFCAs natural and cultural heritage systems.

Importantly, transboundary / multi-country tourism development in the Maloti Drakensberg TFCA and its surrounds has substantial potential to contribute to an increase in livelihood options for local and rural populations living in and around the TFCA, and to reducing the pressure on exploitation of the natural and cultural resources within it. The SADC/GIZ TUPNR Tourism Support approach in relation to sustainable tourism principles is described in Table 2 below.

Table 2: Sustainability principles in developing tourism in TFCAs

Environment	Society	Economy
Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.	Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.	Ensure economic viability of tourism enterprises and provide fairly distributed socio-economic benefits to all stakeholders (including stable employment, income-earning opportunities and social services), thereby contributing to economic growth and poverty alleviation.

5. Justification and purpose for this tender

Historically, tourism marketing among SADC TFCA Partner Countries has largely centered around a single country model based on the political boundaries of the region's Member States, with each country competing for its market share by using various promotion strategies to attract visitors.

To position TFCAs as favourable tourism and investment destinations, 9 SADC Member States approved a TFCA Development Strategy for 2010 and Beyond in 2006. This document was the basis for creation of the Boundless Southern Africa brand, a regional tourism marketing and investment promotion initiative for Southern African TFCA.

The Maloti Drakensberg TFCA requires marketing and investment promotion interventions that go beyond conventional marketing, towards *market development* which focuses on both supply and demand sides, and that adds value to the tourism experience in a manner that expands the benefits of tourism to more than one country. This approach is intended to complement individual Partner Country efforts of South Africa and the Kingdom of Lesotho, while diversifying SADC's tourism offerings through capitalising on the region's natural and cultural heritage assets, and contributing to socio-economic growth.

Table 3 below, through comparative analysis, highlights the benefits of multi-country destination versus single-country destination marketing approaches. While the typology in Table 3 was originally developed for application to the Greater Caribbean context, the principles established are applicable

to the Southern African region – hence adoption of the model for the Maloti Drakensberg TFCA tourism market development context.

Table 3: Characteristics and benefits of single versus the multi-country/destination tourism model

	Single country/destination	Multi-country/destination
Tourist / traveler	One country visited	Two or more countries visited
	Specific country destination or experience desired	Experience a varied and diverse itinerary by adding value to a single long-haul trip
	Less time and resources needed	More time and resources needed.
	Target market demographics limited to those of a single-targeted country / destination	Broad target market – young, middle-aged, affluent, adventure seeking, socially conscious, etc.
Country / destination	Country solely responsible for all marketing and promotion efforts	Cost sharing through joint marketing and promotion efforts
	Promotes competition among countries and drives isolationism and protectionism	Foster closer ties and enhances cooperation and collaboration among countries
	Traditional mono-product is often the main appeal and sustained	Potential to develop new tourism products and market niches
	Traditional status quo is maintained of all-inclusive enclaves dominated by international tour operators and global distribution networks	Opportunity to expand the benefits of tourism to other regions, actors and communities locally
TFCA and SADC region	Single country / destination is the main attraction	Multi-country / destination packaging a key element
	Traditional avenues of market access and promotion to potential visitors maintained	Provides access to a wider market and an opportunity to increase visitor numbers capitalizing on a wide region promotional effort
	Country benefits solely and directly from its own efforts	Opportunity to expand participation in tourism and spread tourism benefits regionally
	Focus on promoting and developing country / destination image	Strengthens regional image and appeal by showcasing the diversity of the region
	The country or individual destination is promoted	The region promoted as the destination

Source: Association of Caribbean States (ACS) in the Greater Caribbean, 2014

These Terms of Reference seek to secure the services of three suitable experts through individual, consortium or specialist company based approaches, identify, develop and package content related to Maloti Drakensberg TFCA’s biodiversity and cultural heritage story and tourism offerings (accommodation, activities, attractions, cultural heritage encounters), and provide critical information on transboundary itinerary options into a format with **print (destination brochure) and electronic (various online platforms) applicability i.e. a destination profile which includes a tourism inventory (hereinafter referred to as ‘marketing tools’)**. The marketing tools are intended to support positioning of the Maloti Drakensberg TFCA as a distinct, multi-faceted and attractive tourism destination in the Southern African region.

The marketing tools will primarily be leveraged for business-to-business (B2B) communication and marketing efforts, constituting a fundamental resource for regional and international tour planners (regional and international travel trade) to use to plan or assess potential for development of new air and ground travel itineraries and/or the expansion of existing itineraries (i.e. that include Maloti Drakensberg TFCA tourism products as add-ons to existing offerings). The output is also envisaged to support Maloti Drakensberg TFCA destination awareness for end users (business-to-consumer) and for advocacy within the TFCA to key stakeholders in the tourism industry.

In terms of trade and consumer engagements, this marketing tool will be leveraged by the SADC/GIZ TUPNR Tourism Support team of experts and Boundless Southern Africa. The most immediate B2B and B2C engagements at which the marketing tools will be leveraged includes CMT Stuttgart 2020 (if published in time), ITB 2020, World Travel Market Africa 2020, Africa’s Travel Indaba 2020, as well as bilateral travel trade engagements during the period January to December 2020.

The content is also intended for the coordinated use of Maloti Drakensburg Partner Country National Tourism Organisations in platforms including, but not limited to, national, regional and international tourism fairs, and bilateral travel trade and other stakeholder engagements. Additional and important users in appropriate online and in-person engagements with travel planners include coordinated use by Maloti Drakensburg Partner Country Parks/Wildlife Authorities and the Maloti Drakensburg Secretariat and Tourism Working Group in the promotion of tourism to and within the Maloti Drakensburg region.

The content will be developed in a tone that responds to current regional and international source market trends indicating a shift away from the sale of tourism *products* towards the packaging and sale of tourism *experiences* that go beyond conventional wilderness and nature experiences to encompass the multi-faceted cultural heritage representation of the TFCA.

For the successful delivery of the marketing tools which will be comprised of print (destination brochure) and electronic (for various online platforms) content to be developed under these terms of reference, the scope of work is divided into three individual work packages, reflecting the three areas of technical expertise required in Section 6 below.

6.1 Work Package I: Content Development

6.1.1 Tasks and deliverables

The first task will be to analyse what destination collateral/content is currently available, where it is distributed (in terms of a destination brochure) and what other platforms (online and other) the content is shared on.

It will be necessary to ensure inclusion of important information for the targeted readers i.e. travel planners that includes, but is not limited to, the following information on Maloti Drakensberg TFCA:

- (i) An overall map of the TFCA and, dependent on prior agreement with the Consultant, various component maps of TFCA tourism destinations;
- (ii) Photographs highlighting nature, wildlife, cultural heritage offerings;
- (iii) 'Meta' content with a storyline of Boundless Southern Africa / the idea of transfrontier conservation area tourism in the Southern African region;
- (iv) Description of the TFCA – nature, wildlife, conservation and cultural heritage – highlighting the TFCA's unique selling propositions. Raw information will be sourced from the TFCA Tourism Working Group, National Tourism Organisations and Parks Authorities (where applicable) and Boundless Southern Africa on identified tourism offerings for inclusion;
- (v) Detail on the tourism offerings – accommodation (i.e. high-end, middle of the range, low-end, camping, those with conferencing facilities), activities, attractions, events, facilities and services, and cultural heritage offerings per country for each Partner Country;
- (vi) Information on conservation management and/or community development initiatives that can be visited or experienced by travelers (where available);
- (vii) Information on opportunities for travelers to purchase and/or experience locally; produced goods and services in support of meaningful tourism experiences during free time in itineraries or during Free Independent Tourist (FIT) trips;
- (viii) Accessibility routes (air and land);
- (ix) Visa requirements and border crossing tips/outlines;
- (x) Park entry permits and costs; and
- (xi) Any additional information pertinent for travelers to ensure safe ease of movement between the two countries that make up the TFCA.

6.1.2 Minimum qualifications and expertise

- Bachelor's degree in English, Journalism, Communications, Tourism or any other related degree
- 5 years of content writing experience in several different styles/tones of which 2 years should be on the Southern African travel and tourism industry
- 2 to 3 years of experience in web-related marketing;
- Excellent editing and re-writing skills
- Excellent content researcher with strong organisational and learning skills
- Excellent written communication skills with impeccable spelling and grammar
- Ability to work quickly with attention to detail and deadlines
- Ability to write efficient copy combining creativity and flair with business objectives
- Deep understanding of tour planners and what motivates them
- Solid understanding of keyword placement and other Search Engine Optimisation (SEO) best practices
- Experience with online marketing and lead generation

6.1.3 Time schedule

The Content Developer will work on a prior-agreed number of days per brochure over the period October 2019 to November 2019.

While the actual number of pages of the destination brochure is yet to be formally decided upon (as this will be done in collaboration with affected stakeholders and the selected specialist / service provider, it is requested that submissions give an indicative price for production of a 16-page and 32 page destination brochure, in order to allow for fair and consistent assessment of all submissions received.

6.2 Work Package 2: Copy Editing

6.2.1 Tasks and deliverables

- (i) Proofreading to ensure that written text produced by the Content Developer is concise, consistent and both grammatically and factually correct;
- (ii) Ensuring that sentences are easy to read and that concepts expressed are in a logical and sequential manner;
- (iii) Establishing the style (i.e. 'look and feel') of content developed for the brochure, ensuring that the usage and spelling of words and presentation of information is consistent.

6.2.2 Minimum qualifications and expertise

- A bachelor's degree in Journalism, English or a related field
- 5 years' experience in Copy Editing, writing, fact-checking, page layout, etc.
- 5 years' experience in web design and meticulous proofreading
- Excellent English Language skills (written and verbal)
- Ability to capture errors and expertly lay out stories across media platforms
- Computer expertise
- Familiarity with pagination and design software
- Creativity
- Detail oriented
- Deadline driven

6.2.3 Time schedule

The Copy Editor will work on a prior-agreed number of days per brochure over the period October 2019 to December 2019.

6.3 Work Package 3: Graphic Design

6.3.1 Tasks and deliverables

- (i) Ensure the brochure is produced in line with GIZ corporate communication guidelines;
- (ii) Custom photo editing;
- (iii) A map of the Maloti Drakensberg TFCA that uses creative animations to illustrate tourism offerings, accessibility routes (air and overland), visa requirements, park entry requirements, and any additional information for travelers to ensure ease of transboundary / cross border movement.
- (iv) A creative and innovative brochure idea for integrated print, electronic, web-based and animated presentation and distribution;
- (v) A template for the Maloti Drakensberg TFCA that allows for time and cost efficient updating, customisation/adaptation for the development of additional brochures; and
- (vi) Compilation of all information including design and layout for the brochure in a manner that achieves the stated objectives.

6.3.2 Minimum qualifications and expertise

- A relevant qualification in Graphic Design, Marketing and/or Business, or other relevant field from a recognised and reputable institution;
- Strong theoretical and practical background in graphic design, including the use of design software such as Adobe Design Premium, In-Design, CorelDraw, web design tools such as Dreamweaver and Flash, etc.;
- Proven experience in graphic production of similar materials from start to published/printed product with knowledge of printing processes (offset and digital) and colour management;
- Good understanding of new and evolving technologies and digital platforms;
- Knowledge of standard software packages including MS Office, MS Access, MS Visio and Adobe Acrobat;
- Familiarity with Southern African nature-based tourism sector;
- Proven experience providing working with a wide range of stakeholders from the public and private tourism sectors to generate collective/collaborative efforts;
- Experience in digital media production; and
- Exceptional interpersonal and communication skills.

6.3.3 Time schedule

The Graphic Designer will work on a prior-agreed number of days over the period October 2019 to December 2019.

7. Reporting

- (i) The Content Developer, Copy Editor and Graphic Designer will report to the Consultant who will ensure coordination of input from affected stakeholders including, but not limited to: SADC/GIZ TUPNR, Boundless Southern Africa, Maloti Drakensberg TFCA Tourism Working Group, Parks Authorities and National Tourism Organisations, from whom information on tourism offerings and images for content development will be sourced;
- (ii) While the Consultant will support facilitation of the process through collection of preliminary information and introductions of the Short-Term Expert(s) Service Provider(s) to all information and picture sources, it will be the sole responsibility of the Short-Term Expert(s) / Service Provider(s) to contact prior identified and key stakeholders, gather the necessary

- information, synthesise and analyse it as well as prepare all assignment deliverables in a manner that is satisfactory to the Consultant;
- (iii) Content Developed should include both air and land access route options, as information contained will be for use of regional and long-haul tour planners (travel trade and consumers);
 - (iv) Agreement will be reached in consultation with the selected Short-Term Expert(s) / Service Provider(s) and affected stakeholders on the length of text during negotiation stages and thus in advance of contract award;
 - (v) The Short-Term Expert(s) / Service Provider(s) shall be required to present outputs of the consultancy at various stages in their development as key milestones during the period of the consultancy.

8. Reservation of rights

- (i) The Consultant reserves the right to award the work pages to one or more Short-Term Expert(s) / Service Providers, as well as the right not to award any work packages contained in these terms of reference;
- (ii) Copyright of materials produced under these Terms of Reference shall vest with the Maloti Drakensberg TFCA, and no materials are to be reproduced without the TFCA's prior and written consent;
- (iii) Use of the GIZ logo in materials produced or reproduced under these Terms of Reference requires the prior and written consent of GIZ; and
- (iv) Detailed specifications for Great Limpopo TFCA will be given to the selected Short-Term Expert(s) / Service Provider(s) as and when their services are commissioned.

9. Confidentiality

The appointed consortium or company shall comply with the SADC/GIZ TUPNR General Terms of Contract and shall be mindful of his/her duty of loyalty and confidentiality connected to this contractual relationship.

10. Duty station

The individual consultant will work from his/her respective home country and will make all logistical arrangements pertaining to their travel. All foreseen travel should be stipulated in the financial bid and accompanied by estimated maximum costs. These costs will then be reimbursed by the Consultant based on evidence.

11. Time schedule and period of the consultancy

The specific contract period will be determined for each work package upon engagement with selected service provider(s) on an individual work package basis. It is expected that the final product will be completed by end December 2019.

12. Applications and selection procedure

Candidates must submit the following documentation in English:

- (i) Proposal (not exceeding 5 pages in total) which includes information on how the individual Short-Term Expert, consortium of experts or company's experience matches the expertise required and, if applicable, any previous experience in preparing similar marketing collateral. This proposal should be inclusive of a methodology and roadmap that includes timelines;

- (ii) Examples of previous work relevant to the work package applied for under these terms of reference;
- (iii) Resume(s)/Company profile(s);
- (iv) Contact details of two previous clients for reference purposes;
- (v) Price Proposal – i.e. set number of days at a specified rate per day; and
- (vi) Travel Cost Proposal – i.e. number of anticipated trips and associated costs.

Applications should be sent by email no later than 21 October 2019 to the following email address: netsai.bollmann@afci.de.

The selection procedure will be done based on the documents submitted. An additional discussion/meeting may be envisaged at a later stage.
