



P·A·G·O·F·S

PERFORMING ARTS CENTRE
OF THE FREE STATE

an agency of the
Department of Sport, Arts and Culture

TERMS OF REFERENCE

REQUEST FOR PROPOSAL FOR ADVERTISING, MARKETING, SPONSORSHIP AND MEDIA BUYING AGENCY

RFP/AMSMBA/2023

1. INTRODUCTION

The Performing Arts Centre of the Free State (PACOFS) is a schedule 3A public entity of the Department of Sports, Arts and Culture. The playhouse was established in terms of the Cultural Institutions Act of 1999. PACOFS is the flag ship of theatre activities in the Free State Province, the central region of South Africa. It is a Playhouse where an environment is provided for artists to practice and perform their different art forms. An annual season of classic and contemporary South African, African, and international theatre productions are performed inside its theatres. PACOFS is a major community and cultural resource for people of the central parts of South Africa and Lesotho. It is committed to the development of both new works and Free State artists through its arts development program. It also plays a role in the bigger picture of the South African theatre scene by contributing touring productions and providing employment and career opportunities for creative and administrative staff.

2. PURPOSE

The purpose of this Request for Proposal (RFP) is to provide detailed guidance and requirements for the appointment of a service provider to provide marketing, sponsorship, and communications services for a period of 12 months. The primary objective is to enhance the PACOFS's visibility, promote its brand image, and positively influence perceptions among its stakeholders, especially the citizens of Free State. The service provider will be responsible for strategic marketing, sponsorship, advertising, communications, PR, crisis management, and other related services to support the PACOFS's initiatives.

3. OBJECTIVE

PACOFS intends to appoint a suitable Service Provider with relevant expertise to manage the internal and external communications on behalf of the entity for a period of 12 months. PACOFS has a myriad of stakeholders and therefore needs a service provider that can formulate a sound marketing and communication strategy, whilst managing day-to- day communication needs and reputation management. An essential element of PACOFS's marketing and communication strategy is to ensure that it is robust and agile; thereby able to respond to changes in the operating landscape. The appointed service provider will enter into an agreement with PACOFS where performance evaluations will be conducted on a quarterly basis. PACOFS has the right to terminate the contract at any time if the appointed service provider does not perform according to the agreement.

THE OBJECTIVES FOR THE APPOINTMENT OF AN ADVERTISING, MARKETING, SPONSORSHIP AND MEDIA BUYING AGENCY FOR PACOFS FOR A PERIOD OF 12 MONTHS ARE AS FOLLOWS:

1. Increase the PACOFS's visibility and recognition among the citizens of Free State and key stakeholders through targeted marketing and communication efforts.
2. Effectively communicate the PACOFS's mission, objectives, and impact to the public, showcasing its role in economic growth and development in the province.
3. Improve and maintain positive perceptions and trust in PACOFS and its leadership among stakeholders, including government bodies, businesses, investors, and the local community.
4. Develop and implement strategic communication and PR plans to align with the PACOFS's goals and priorities.
5. Establish a robust crisis management plan to swiftly address and manage any potential issues or negative incidents that may arise during the contract period.
6. Secure consistent and positive media coverage across various platforms, highlighting the PACOFS's achievements, initiatives, and contributions to the region.
7. Increase online engagement and interactions with the PACOFS's target audience through well-executed digital marketing strategies, including social media and email campaigns.
8. Conduct market research and analysis to gather insights and data that inform marketing and communication strategies, ensuring they are data-driven and effective.
9. Generate high-quality written and visual content that resonates with the target audience, educates stakeholders, and reinforces PACOFS's branding.
10. Provide linguistic and cultural sensitivity in all communications, including translations, to effectively reach diverse audiences within Free State.
11. Develop and maintain a consistent and visually appealing brand identity for PACOFS, including creative design for marketing materials.
12. Develop and execute effective brand strategies that are aligned with PACOFS's mission and resonate with the public.
13. Establish key performance indicators (KPIs) and benchmarks to measure the effectiveness of marketing and communication efforts and report progress regularly.
14. Optimize budget allocation to ensure cost-effective marketing and communication solutions that provide maximum impact and value for PACOFS.

These objectives collectively aim to strengthen the PACOFS's presence, reputation, and engagement with stakeholders, ultimately contributing to its mission of supporting performing arts and its development in Free State.

4. SCOPE OF WORK AND DELIVERABLES

The selected agency is expected to provide the following comprehensive services:

4.1 Strategic Marketing and Advertising:

- a) Develop and implement strategic marketing and advertising campaigns to maximize exposure for PACOFS.
- b) Develop comprehensive marketing and advertising strategies aligned with PACOFS's goals and mission.
- c) Identify target audiences and segment them for tailored campaigns.
- d) Create impactful marketing collateral and advertisements across various channels.
- e) Continuously analyse and refine strategies for maximum effectiveness.

4.3 Public Relations and Crisis Management:

4.3.1 Crisis Management:

- a) Develop and maintain a crisis management plan to handle potential issues swiftly and professionally.
- b) Develop a comprehensive crisis management plan.
- c) Establish protocols for immediate response to potential crises.
- d) Monitor and address negative incidents promptly to protect PACOFS's reputation.

4.3.2 Public Relations:

- a. Manage a brand's public communication.
- b. Create and execute effective communication and PR strategies to enhance the PACOFS's image and engage with stakeholders.
- c. Drive positive media coverage and relationships with media organizations.
- d. Be proactive in communicating PACOFS's achievements and developments, on an on- going basis, with stakeholders.
- e. Integrate public relations, and engagement with PACOFS's stakeholders and communities, into marketing strategies and campaigns - ensuring

that paid-for communication is also shared to other public relations channels.

- f. Foster positive relationships with media outlets and journalists.
- g. Draft press releases, organize press conferences, and manage media inquiries.

4.4 Digital Marketing:

- a) Manage digital marketing efforts.
- b) Execute digital marketing campaigns.
- c) Use data analytics to optimize digital strategies.

4.5 Social Media Management:

- a) Roll out a social media interactive campaign that increases followers.
- b) Manage and maintain the PACOFS's social media profiles, creating engaging content and fostering interaction with the audience.
- c) Social media management and engagement, including regular postings and responding to comments.
- d) Create, manage, and curate content for PACOFS's social media platforms.
- e) Engage with the audience, respond to comments, and foster discussions.
- f) Track and report on social media performance.

4.6 Research:

- a. Conduct market research and analysis to inform marketing and communication strategies.
- b) Conduct market research to gather insights into PACOFS's target audience.
- c) Provide data-driven recommendations for strategy improvement.
- d) Assess the impact of marketing and communication efforts.

4.7 Copywriting and Content Development:

- a. Create high-quality written content for various channels.

- b) Script development for all broadcast and online platforms
- c) Create high-quality written content for various channels, including website, newsletters, and press releases.
- d) Ensure content aligns with PACOFS's messaging and objectives.
- e) Manage Compliance with Protection of Personal Information Act, 2013.

4.8 Production of Digital Assets:

- a. Develop multimedia content, including videos, infographics, and other digital assets.
- b) Digital production, installation, and/or distribution of campaign elements
- c) Maintain a library of digital assets for use in marketing materials.

4.9 Production of Corporate Branded Collateral:

- a. Design and produce branded promotional materials.
- b) Development of related print collateral for all the shows (flyers, posters, booklets, etc.)
- c) Develop related campaign-related corporate branded material to be used at related interventions.
- d) Ensure consistent branding across all collateral.

4.10 Language, Grammar, Translations, and Editing Services:

- a) Ensure all content is linguistically accurate and culturally appropriate for the target audience.
- b) Offer translation services to reach diverse audiences effectively.

4.11 Media Buying:

- a. Develop media buying plans and reports on the impact of advertising campaigns.
- b) Use community radio, print, and TV strategically to position the provincial campaigns.
- c) Plan and execute media buying strategies for advertising campaigns.
- d) Negotiate favourable media rates and placements.
- e) Monitor media performance and adjust buying strategies accordingly.

- f) Review existing positioning of Adverts at Key points.

4.12 Creative and Graphic Design:

- a. Provide creative design services for marketing materials and campaigns.
- b) Offer translation services to reach diverse audiences effectively.
- c) Design advertisements, banners, and visual content for various campaigns.

4.13 Developing and Implementing Brand Strategies:

- a. Develop and execute effective brand strategies.
- b) Ensure consistent branding in all communication materials.
- c) Continuously assess and adapt branding strategies to meet evolving needs.

4.14 Develop Sponsorship and Funding Strategy and Sponsorship Packages:

- a) Draft a strategy that has clearly defined objectives and ensure that these are being measured, optimized, and reported on an ongoing basis to achieve sponsorship targets and expand partner & client base.
- b) Create sponsorship packages for PACOFS's events and create a framework to commercialize and monetize them.
- c) Develop and Drive Revenue Opportunities through event sponsorships, digital sales (website and social media Pages) and bathroom snapper frames behind the doors and in the bathrooms, Lifts/Elevators and Glass Doors where events are hosted.
- d) Implement, analyse, and report on a variety of performance measures that align with the sponsorship strategies.
- e) Research, Develop and Grow a list of potential sponsorship opportunities that complement the brand and its objectives.
- f) Source funding investment for PACOFS productions.

4.15 Reporting

- a) Develop and present monthly reports on key performance indicators and analytics of marketing and communication activities.

Target Audience

Target Audience includes, but is not limited to:

- i. Audience and prospective audience
- ii. PACOFS Performing Artists
- iii. Provincial Departments and Parliamentarians
- iv. Private Companies
- v. National Parliamentarians
- vi. Industry Associations e.g., BASA, NAC
- vii. Media
- viii. Civil Societies
- ix. NEDLAC
- x. Non-Governmental Organisations (NGOs)
- xi. Tertiary institutions i.e., universities.
- xii. Traditional House of Leaders
- xiii. Trade Unions and Chambers of Commerce

5. BIDDING IMPLICATIONS

5.1 Bidding documents

All documents submitted in response to this request for proposals will become the property of PACOFS.

5.2 Contractual implications

After awarding the bid, this proposal together with its bid terms, conditions and specifications will constitute a binding contract between the PACOFS and the successful bidder. The successful bidder will assume total responsibility, regardless of any third party or subcontracting agreements it may enter into. PACOFS reserves the right not to award the tender.

6. QUALITY COMMITMENT

By the submission of a proposal, each bidder warrants that he/she/it is highly skilled, professional, competent, and experienced in the area for which he/she/it

has tendered. Any work performed by a successful bidder will be evaluated against these criteria. The bidder also warrants that the service provided will be of an acceptable standard and is unlikely to cause undue difficulties.

7. COMPOSITION, SKILLS, AND EXPERIENCE REQUIRED

Subject to the particular assignment, the work can be done by either a small team of experienced individuals, or an individual or a corporation with the relevant skills.

The bid must have contactable and reputable references, citing the individual or corporation providing the reference and their specific areas of responsibility. The bid must show the individual or corporation's proven track record.

8. BID SUBMISSION REQUIREMENTS

Bids must be submitted in the following format:

8.1 Covering letter signed by the bidder, *inter alia*:

- Accepting the terms of reference
- Providing full contact details; and
- Attaching compliance documentation

8.2 Technical proposal

In terms of each of the areas of skills / experience listed in the evaluation criteria, the bidder must provide the following information:

- Demonstration of the specific skill with reference to résumé and contactable references.
- Summarized résumé highlighting relevant qualifications and skills;

Bidders must indicate the service fee charged for each service as per scope of work and deliverables in paragraph 4.

9. EVALUATION CRITERIA

The bid will be evaluated into three phases as below:

10. PHASE 1 MANDATORY REQUIREMENTS

The bidders are required to provide the following mandatory information. All the forms must be completed in full and signed off.

Failing to provide all the required documentation, except where stated otherwise, will result in immediate disqualification of the bidder.

10.1 Invitation to bid (Please fill in supplier number - i.e. MAAA number) SBD 1.

10.2 Bidders Declaration	SBD 4.
10.3 Preference points claim form	SBD 6.1.
10.4 Proof of company registration on Central Supplier Database Registration (CSD).	

NB. Proposals received from bidders with a non- compliant tax status will be disqualified with failure to update the Tax Status within 7 days.

10.5 A valid letter of Good Standing from the Office of the Compensation Commissioner as required by the Compensation for Occupational Injuries and Diseases Act (COIDA) The letter should be issued by the Department of Labour.

All SBD forms must be in their original form and not re-typed, completed in full and be signed by an authorised person.

FAILURE TO ADHERE TO THE CONDITIONS WILL LEAD TO DISQUALIFICATION

Additional Information

- 1) Brief company profile, as relevant to the above-mentioned terms of reference
- 2) A proposal.
- 3) Certification of all team members, highlighting experience relevant to this exercise.
- 4) Confirmation that the proposed team members will be available to undertake this exercise at the appropriate time and meet the necessary deadlines.
- 5) The proposal should contain a work plan, showing tasks, timelines, etc.
- 6) Contact details of at least five references from recent clients with whom similar work has been conducted in the past.

11. PHASE 2- FUNCTIONALITY

- Bids will be evaluated strictly according to the bid evaluation criteria stipulated in the terms of reference.
- Bidders must, as part of their bid documents, submit supportive documentation for all technical requirements as indicated hereunder. The panel responsible for scoring the respective bids will evaluate and score all bids based on their submissions and the information provided.
- Bidders will not rate themselves but need to ensure that all information is supplied as required. The Bid Evaluation Committee (BEC) will evaluate and score all responsive bids and will verify all documents submitted by the bidders.

- The panel members will individually evaluate the responses received against the following criteria as set out below:

A bidder that scores less than **70** points out of 100 as per categories in respect of functionality will be regarded as submitting a non-responsive proposal and will be disqualified. The bids that would have scored **70** or more for functionality will be further evaluated on the 80/20 points system where 80 points will be awarded for Pricing, and 20 points will be awarded in accordance with the preferential procurement (specific goals) requirements.

Each bidder's technical proposal will be evaluated as follows:

Description	Scoring	Weights										
<p>Understanding of the PACOFS requirements Does the proposal show the bidder's understanding of the PACOFS requirements for advertising, media buying agencies, and marketing for 12 months?</p> <table border="1"> <thead> <tr> <th>4 Points</th><th>8 Points</th><th>12 Points</th><th>16 Points</th><th>20 Points</th></tr> </thead> <tbody> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </tbody> </table>	4 Points	8 Points	12 Points	16 Points	20 Points	1	2	3	4	5	5 = Fully complied 4 = Satisfactory complied 3 = Fairly satisfactory 2 = Below average 1 = Did not comply 0 = Demonstrated No understanding	20
4 Points	8 Points	12 Points	16 Points	20 Points								
1	2	3	4	5								
<p>Number of years in the industry</p> <ul style="list-style-type: none"> The experience of the company in undertaking similar work or projects. <table border="1"> <thead> <tr> <th>6 Points</th><th>12 Points</th><th>18 Points</th><th>24 Points</th><th>30 Points</th></tr> </thead> <tbody> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </tbody> </table>	6 Points	12 Points	18 Points	24 Points	30 Points	1	2	3	4	5	5 = 5 Years or more 4 = 4 Years 3 = 3 Years 2 = 2 Years 1 = 1 Year 0 = 0 Year	30
6 Points	12 Points	18 Points	24 Points	30 Points								
1	2	3	4	5								
<p>Proposals should indicate whether or not bid participants have the internal capacity to meet the requirements of the TOR. This will include but not be limited to:</p> <ul style="list-style-type: none"> Resources and personnel to be dedicated to the project; Office and administrative capacity to carry on work of this magnitude. Project team leader; The percentage of the work if any that will be outsourced to third parties; Project team professional resumes; Capability statement. <p>Bidders must provide CVs for resources involved in the project. CVs should at least provide the following in relation to the specific requirements listed in the Scope of work:</p> <ul style="list-style-type: none"> Information on the number of years of experience <table border="1"> <thead> <tr> <th>4 Points</th><th>8 Points</th><th>12 Points</th><th>16 Points</th><th>20 Points</th></tr> </thead> <tbody> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </tbody> </table>	4 Points	8 Points	12 Points	16 Points	20 Points	1	2	3	4	5	5 = more than 7 years of relevant experience of the Project Team 4 = 4 - 7 years of relevant experience of the Project Team 3 = 3 years of relevant Experience of the Project Team 2 = 2 years of relevant Experience of the Project 1 = 1 years of relevant Experience of the Project Team 0 = 0 years of relevant Experience of the Project Team	20
4 Points	8 Points	12 Points	16 Points	20 Points								
1	2	3	4	5								

<p>References</p> <ul style="list-style-type: none"> • Contact details of at least five references from recent clients with whom similar work has been conducted in the past. <p>Submission of contactable and reputable references, providing insight into the track record of the company / service provider in the industry. The list and evidence must address successfully completed project/s in the following sequence:</p> <p>Copy of an appointment letter/s, description of the project. Client name, Client contact (i.e., email and office number), Project start date, project end date, contract value.</p> <p>Furthermore, attach a completion certificate signed by client or letter from the client confirming successful completion of the project.</p> <table border="1" data-bbox="203 720 774 822"> <tr> <th>6 Points</th><th>12 Points</th><th>18 Points</th><th>24 Points</th><th>30 Points</th></tr> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	6 Points	12 Points	18 Points	24 Points	30 Points	1	2	3	4	5	<p>5 = 5 or more reference letters with contactable references</p> <p>4 = 4 reference letters with contactable references</p> <p>3 = 3 reference letters with contactable references</p> <p>2 = 2 reference letters with contactable references</p> <p>1 = 1 reference letter with contactable reference</p> <p>0 = No reference letter</p>	<p>30</p>
6 Points	12 Points	18 Points	24 Points	30 Points								
1	2	3	4	5								

TERMS AND CONDITIONS

- The specific goals will be applied for this tender and service provider will be required to complete SBD 6.1 and provide the supporting documents to claim allocated points.
- PACOFS reserves the right to screen and vet shortlisted service providers before appointment.
- PACOFS reserves the right to terminate the contract in the event that there is clear evidence of a breach of the agreed specifications.

12. PHASE 3: PRICE AND B-BBEE

Specific goals for the tender and points claimed are indicated per the table below.

The 80/20 preference point system is applicable, corresponding points must also be indicated as such.

Note to tenderers: The tenderer must indicate how they claim points for each preference point system.

Before completing this form, tenderers must study the general conditions, definitions, and directives applicable in respect of the tender and preferential procurement regulations, 2022)

	POINTS
PRICE	80
SPECIFIC GOALS	20

13. PENALTIES/WARRANTIES

- PACOFS reserves the right to reject work that does not meet the required standard. PACOFS shall serve thirty (30) days written notice for termination of contract in the case of non-performance.
- Should any reference check, security vetting, audit or inspection reveal that the Bidder has not complied with any of the terms of the previous contract, PACOFS reserves the right to reject the bid.

14. TAX COMPLIANCE

Proposals received from bidders with a non- compliant tax status will be disqualified with failure to update the Tax Status within 7 days.

In terms of National Treasury Instruction No. 4A of 2016/2017 regarding the National Central Supplier Database (CSD), all bidders must register on the CSD to provide the following information to be verified through the CSD:

- Business registration, including details of directorship and membership.
- Bank Account holder information.
- In the service of the State status.
- Tax compliance status.
- Identity number.
- Tender default and restriction status; and

15. VALUE ADDED TAX

All bid prices must be inclusive of 15% Value-Added Tax where applicable.

16. CLIENT BASE

PACOFS reserves the right to contact references during the evaluation and adjudication process to obtain information.

17. LEGAL IMPLICATIONS

Successful service providers will enter into a service level agreement with PACOFS.

18. COMMUNICATION

PACOFS may communicate with bidders for, among others, where bid clarity is

sought, to obtain information or to extend the validity period. Any communication either by letter or electronic mail or any other form of correspondence to any government official, department or representative of a testing institution or a person acting in an advisory capacity for PACOFS in respect of this bid between the closing date and the award of the bid by the bidder is prohibited.

19. PRESENTATION

PACOFS may require presentations/interviews from short-listed bidders as part of the bid process.

20. INSTRUCTIONS FOR THE BID PROPOSAL

- This Request for Proposal (RFP) does not constitute an offer. The RFP intends to provide enough information for the preparation and submission of comparable proposals by the bidders.
- The requested information should be inserted and no changes to the layout should be made on the RFP Pack.
- PACOFS requires a clear, concise, and factual response. Bidders shall consult, in writing, with PACOFS official responsible should there appear to be any discrepancy, ambiguity or uncertainty pertaining to the meaning or effect of any description, dimension, quality, quantity or any other information contained in this RFP.

21. COST OF PROPOSAL

Bidders are expected to fully acquaint themselves with the conditions, requirements and specifications of this RFP before submitting proposals. Each bidder assumes all risks for resource commitment and expenses, direct or indirect, of proposal preparation and participation throughout the RFP process. PACOFS is not responsible directly or indirectly for any costs incurred by bidders.

22. TENDER DEFAULTERS AND RESTRICTED SUPPLIERS

No bid shall be awarded to a bidder whose name (or any of its members, directors, partners, or trustees) appear on the register of Tender Defaulters kept at the National Treasury or who have been placed on National Treasury's list of Restricted Suppliers. The entity reserves the right to withdraw an award, or cancel a contract concluded with a bidder should it be established, at any time, that the bidder has been blacklisted with National Treasury or any government institution.

23. OUT CLAUSE

PACOFS reserves the right not to appoint any service provider.

24. VALIDITY PERIOD

Proposals must be valid for a period of 30 days. PACOFS reserves the right to extend the validity period should need arise.

25. JOINT VENTURES, CONSORTIUMS AND TRUSTS

No joint Venture agreements will be allowed for the project. A joint venture proposal will not be accepted.

26. SUBMISSION

26.1 Proposals must be sent to quotation@pacofs.co.za

26.2 Proposals received at the address indicated in the bid documents, after the closing date and time will not be accepted for consideration.

The closing date is **01 December 2023 at 11:00**.

27. ENQUIRIES

27.1 For Supply Chain Management information please contact 051 – 447 7771 ext. 2234 or via e-mail at quotation@pacofs.co.za.

27.2 For all technical enquiries please contact Mr. Thabang Mohoalali on 051 - 447 7771 ext. 2219 or via e-mail at audience@pacofs.co.za

CLOSING DATE FOR PROPOSALS:

FRIDAY, 01 December 2023

11H00

Please note: No late submissions will be considered.