



**REQUEST FOR QUOTATION (RFQ): REVIEW OF BUSINESS MODEL  
WORKSHOP FOR THE MARKET PHOTO WORKSHOP – MTF RFQ 335/2025-  
2026**

## **The Market Theatre Foundation**

### **Request for Quotation:**

**REQUEST FOR QUOTATION (RFQ): REVIEW OF  
BUSINESS MODEL WORKSHOP FOR THE MARKET  
PHOTO WORKSHOP – MTF RFQ 335/2025-2026**

**Advertised On:** 28 MAY 2025

**Closing Date:** 09 JUNE 2025

**Extended Closing Date:** 20 JUNE 2025

**Closing Time:** 12:00

**Quotes to be emailed to the below email address clearly marked with the  
recommended RFQ Number MTF RFQ 335/2025 - 2026 :**

[rfq@markettheatre.co.za](mailto:rfq@markettheatre.co.za)

**Compulsory Briefing Session:** N/A

**Compulsory Briefing Session Extended Date:** NA

**Address:** N/A

Company Name: \_\_\_\_\_



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### ***The Market Theatre Foundation is looking for a supplier to review of business model for the Market Photo Workshop***

The Market Theatre Foundation is a distinguished Schedule 3A performing and visual arts company based in Johannesburg, reporting to the Department of Sport, Arts and Culture (DSAC). As we approach our 50th anniversary, we are at a pivotal moment in our history. Founded in 1976, our organization has navigated profound changes in the financial, social, and political landscapes, as well as the challenges presented by the global pandemic. These experiences have shaped our journey, and as we look to the future, we recognize the importance of revisiting and redefining our business model. Identifying what is the core business of MPW while reviewing the strategic vision and sustainability plan.

The Market Photo Workshop a division of the Market Theatre Foundation is a school of photography which priorities the neglected and marginalised part of society. It also aims to equip students with broader and various opportunities. The MPW currently offers four different courses that focus on developing photography, entrepreneurial skills while enabling students the confidence to tackle both the corporate and start-up businesses. We seek a company or consultant(s) who have experience in Business model review and Strategic vision setting.

#### **Scope of Work:**

The business model workshop is envisioned to take place over three engagement sessions with internal stakeholders made up of senior management, middle management, Courses and Training coordinators and trainers.

#### **2 Hours: Briefing Session (June 2025 - One week before full day workshop)**

- **Objective:** To share the current courses and programmes being offered by the school in relation to recent and current SPP so that facilitators are sufficiently informed.
- **Activities:** The MPW Head and Senior Management table the existing programme, along with new SPP and existing challenges.
- **Output:** A workshop plan and structure to be shared with Head of MPW and Senior Management prior to workshop.
- **Stakeholders to be engaged:** Executive Management and Head of MPW (5 pax)

#### **Full Day: Review of current business model and development of ideas for a sustainable plan (June 2025)**

#### **Objective:**



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To assess the current courses and programmes being offered by the school.

- **Activities:**
  - Review and analyse the courses.
  - Evaluate how courses align to the new SPP.
  - Review current business model performance.
  - Refine and develop the strategic vision and discuss a sustainability plan.
- **Output:** A comprehensive hand-over report detailing the findings from the workshop process, including areas of challenge and opportunities for improvement.
- **Stakeholders to be engaged:** Artistic Director, Head of MPW, MPW line managers, Courses and Training coordinators and trainers (12-16 pax).

### **Half-day: Consolidation of outcomes from the workshop and way forward (early-July 2025)**

- **Objective:** To consolidate the proposed business model /strategic setting strategy to better achieve the MPW core business over the next 5 years.
- **Activities:**
  - Consolidate and present the review and workshop outcomes from the workshop.
  - Discuss the sustainability plan and how to achieve the set targets.
- **Output:** A clear proposed business model and a sustainability plan - identifying the core business of MPW and aligning this to the strategic vision.
- **Stakeholders to be engaged:** Executive Management, Head of MPW, and selected MPW line managers. (7 pax)

### **Further Information:**

- The MTF will provide the venue in Johannesburg
- See attached accompanying company structure for your information

### **Submission Requirements:**

Interested companies or consultants are requested to submit the following:

- A detailed proposal outlining the following:
  - your approach to the strategic workshop, including:
    - Your approach to how research will be conducted
    - Methodologies and tools that will be used
    - Details of pre-reading to be provided for the participants
- A portfolio of similar work conducted with organizations in the arts or arts-education sectors.
- A budget breakdown for the proposed work, including fees and any associated costs.



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- A timeline for the delivery of the workshop and final outputs, noting that our preferred delivery of the engagement moment are across June 2025.

### Submission Deadline:

Please submit your proposal by 12:00 Monday 9 June.

### Contact Information:

For any inquiries or to submit your proposal, please contact Vickey Pienaar at [vickeyp@marketttheatre.co.za].

## The Market Theatre Foundation – The Business Structure



### Functionality

Description	Weighting
1. Location of the main operating office. <ul style="list-style-type: none"><li>• With in Gauteng - 10</li><li>• Outside Gauteng - 5</li></ul>	10



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<p>2. Company profile outlining the company years' experience facilitating strategic organisation design workshops</p> <ul style="list-style-type: none"> <li>• 8 Years or more – 20</li> <li>• 6 to 7 Years – 15</li> <li>• 4 to 5 Years – 10</li> <li>• 2 to 3 Years – 5</li> <li>• Below 2 years - 1</li> </ul>	20
<p>3. Company profile outlining the company years' experience facilitating strategic workshop for <u>arts organisations</u>.</p> <ul style="list-style-type: none"> <li>• 8 Years or more – 10</li> <li>• 6 to 7 Years – 6</li> <li>• 4 to 5 Years – 3</li> <li>• 2 to 5 Years – 2</li> <li>• Below 2 years - 0</li> </ul>	10
<p>4. Provide CVs and certified ID copy of the main facilitator with experience in facilitation for the arts industry;</p> <ul style="list-style-type: none"> <li>• 10 Years experience or more – 20</li> <li>• 8 to 9 Years experience – 15</li> <li>• 6 to 7 Years experience – 10</li> <li>• 4 to 5 Years experience – 5</li> <li>• 2 to 3 Years experience – 3</li> <li>• Below 2 years' experience – 1</li> </ul>	20
<p>5. Provide qualifications of the main facilitator:</p>	10



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<ul style="list-style-type: none"> <li>• Degree in HR/Organisational Design/Strategy - 10</li> <li>• Diploma in HR/Organisational Design/Strategy - 7</li> <li>• Other degrees - 5</li> <li>• Other diplomas - 3</li> </ul>	
<p>6. Reference letters from <u>arts organisations and/or arts-education institutions</u> where the service provider has successfully completed similar work</p> <p>3 or more reference letters</p> <ul style="list-style-type: none"> <li>• 3 reference letters – 30</li> <li>• 2 reference letters – 20</li> <li>• 1 reference letter – 10</li> </ul>	30

**The Threshold for functionality is 70 points. Any proposal that do not score a minimum of 70 points will be disqualified**

**Please note that if the full and complete spec I not specified and quoted on your proposal will be disqualified.**

**Compulsory Supporting documents that needs to be completed in full and be sent back with your quote.**

- SBD 4 : Declaration of Interest (See attached)
- SBD 6.1 – BBBEE claim form ( See Attached)
- Certified Copy of your valid BBBEE Certificate
- Proof of CSD registration starting with MAAA.....

***Validity period for the quote is 60 days***

***If any of the documents are not submitted, MTF will give the supplier a chance to submit by a proposed date via email. If any of the outstanding documents are not submitted by the stipulated date the proposal will be disqualified.***



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**Note of Duration of required commodity**

- Delivery duration must be communicated within 1 week of appointment or receiving of Purchase Order.
- If the appointed supplier cannot deliver the goods within the stipulated time period that MTF has specified, MTF will then begin the process of moving forward with the next supplier.
- Please note that if no communication is received within the 1 week period your proposal/quote will be disqualified and we will proceed to the next supplier.



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ANNEXURE A - Declaration of Interest





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SBD 4

**BIDDER'S DISCLOSURE**

**1. PURPOSE OF THE FORM**

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

**2. Bidder's declaration**

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest<sup>1</sup> in the enterprise, employed by the state?

YES/NO

2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

FULL NAME	IDENTITY NUMBER	NAME OF STATE INSTITUTION

2.2 Do you, or any person connected with the bidder, have a relationship



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1 the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

with any person who is employed by the procuring institution? YES/NO

2.2.1 If so, furnish particulars:

.....  
.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract?

YES/NO

2.3.1 If so, furnish particulars:

.....  
.....

**3 DECLARATION**

I, the undersigned, (name) ..... in submitting the accompanying bid, do hereby make the following statements that I certify to be true and complete in every respect:

2.1 I have read and I understand the contents of this disclosure;

2.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;

3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium<sup>2</sup> will not be construed as collusive bidding.

3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.

3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.



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3.5 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring

2 Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.

3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

**I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3  
ABOVE IS CORRECT.**

**I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN  
TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON  
PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN  
MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.**

.....  
Signature

.....  
Date

.....  
Position

.....  
Name of bidder



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**ANNEXURE B**

**SBD 6.1: Preference points claim form to the Preferential Procurement Regulations  
2022**



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**SBD 6.1**

**PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL  
PROCUREMENT REGULATIONS 2022**

This preference form must form part of all tenders invited. It contains general information and serves as a claim form for preference points for specific goals.

**NB: BEFORE COMPLETING THIS FORM, TENDERERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE TENDER AND PREFERENTIAL PROCUREMENT REGULATIONS, 2022**

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**1. GENERAL CONDITIONS**

- 1.1 The following preference point systems are applicable to invitations to tender:
- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
  - the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).
- 1.2 **To be completed by the organ of state**  
*(delete whichever is not applicable for this tender).*
- a) The applicable preference point system for this tender is the **80/20** preference point system.
- 1.3 Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:



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- (a) Price; and
- (b) Specific Goals.

**1.4 To be completed by the organ of state:**

The maximum points for this tender are allocated as follows:

	POINTS
PRICE	80
SPECIFIC GOALS	20
Total points for Price and SPECIFIC GOALS	100

- 1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.
- 1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

**2. DEFINITIONS**

- (a) **“tender”** means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) **“price”** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) **“tender for income-generating contracts”** means a written offer in the form determined by an organ of state in response to an invitation for the origination



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of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and

- (e) **“the Act”** means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

**3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES**

**3.1. POINTS AWARDED FOR PRICE**

**3.1.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS**

A maximum of 80 or 90 points is allocated for price on the following basis:

$$\begin{array}{ccc} \mathbf{80/20} & \mathbf{or} & \mathbf{90/10} \\ \\ P_s = 80 \left( 1 - \frac{P_t - P_{min}}{P_{min}} \right) & \mathbf{or} & P_s = 90 \left( 1 - \frac{P_t - P_{min}}{P_{min}} \right) \end{array}$$

Where

$P_s$  = Points scored for price of tender under consideration

$P_t$  = Price of tender under consideration

$P_{min}$  = Price of lowest acceptable tender

**3.2. FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND  
INCOME GENERATING PROCUREMENT**

**3.2.1. POINTS AWARDED FOR PRICE**

A maximum of 80 or 90 points is allocated for price on the following basis:

$$\begin{array}{ccc} \mathbf{80/20} & \mathbf{or} & \mathbf{90/10} \\ \\ P_s = 80 \left( 1 + \frac{P_t - P_{max}}{P_{max}} \right) & \mathbf{or} & P_s = 90 \left( 1 + \frac{P_t - P_{max}}{P_{max}} \right) \end{array}$$



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Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmax = Price of highest acceptable tender

**4. POINTS AWARDED FOR SPECIFIC GOALS**

- 4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/documentation stated in the conditions of this tender:
- 4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—
- (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
  - (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,
- then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.

**Table 1: Specific goals for the tender and points claimed are indicated per the table below.**

***(Note to organs of state: Where either the 90/10 or 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.)***

	The specific goals allocated points in terms of this tender	Number of points allocated (80/20 system)	Number of points claimed (80/20 system)
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		(To be completed by the organ of state)	(To be completed by the tenderer)
1.	100% Black owned or	6	
	51-99% Black owned	4	
2.	100% Black women owned or	6	
	51% to 99% Black women owned	4	
3.	5% Youth Ownership	2	
4.	2% Owned by persons with disabilities	1	
5.	Exempt Micro Enterprise ( EME) or	5	
	Qualifying Small Enterprise ( QSE)	3	

**DECLARATION WITH REGARD TO COMPANY/FIRM**

4.3. Name of company/firm.....

4.4. Company registration number: .....

4.5. TYPE OF COMPANY/ FIRM

- ☐ Partnership/Joint Venture / Consortium
- ☐ One-person business/sole propriety
- ☐ Close corporation
- ☐ Public Company
- ☐ Personal Liability Company
- ☐ (Pty) Limited
- ☐ Non-Profit Company
- ☐ State Owned Company

[TICK APPLICABLE BOX]

4.6. I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown



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and I acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
  - (a) disqualify the person from the tendering process;
  - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
  - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
  - (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
  - (e) forward the matter for criminal prosecution, if deemed necessary.

.....  
**SIGNATURE(S) OF TENDERER(S)**

**SURNAME AND NAME:** .....

**DATE:** .....

**ADDRESS:** .....

.....

.....

.....

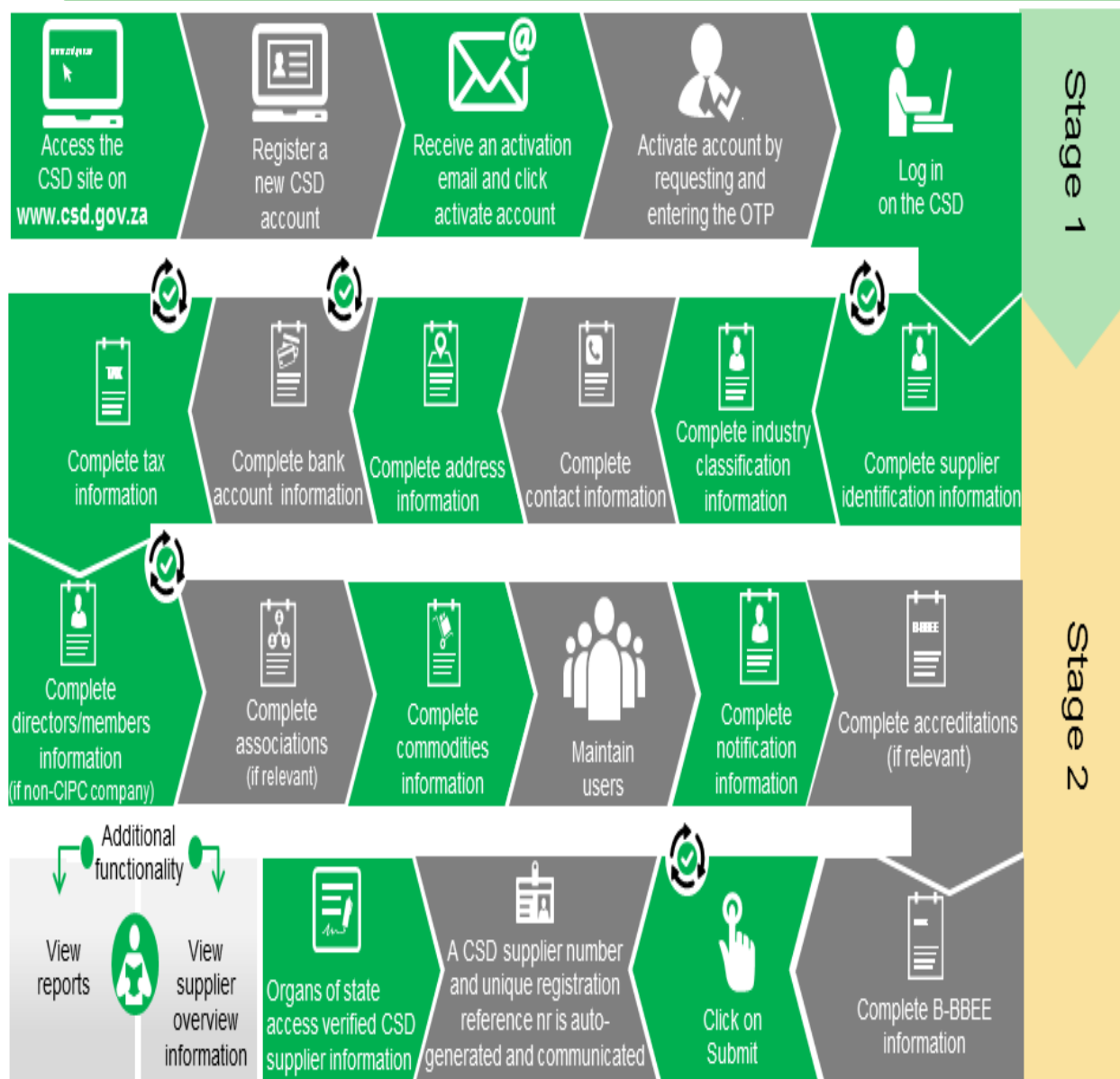


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Annexure C  
CSD REGISTRATION PROCESS

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## Supplier Self-Registration Process





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ANNEXURE E  
PRICING SCHEDULE



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**Pricing Schedule**

The MTF has developed the following pricing schedule as a baseline to assist in the evaluation of bids. Each bidder is required to complete and submit the Pricing Table even if you submitted your own quote on your letterhead. Additional price components not included in the Pricing Table should be clearly itemized below.

**1. Pricing Schedule**

Item No	Description	Unit	Qty	Rate (each)	Amount (total Quantity)
1	Facilitation of the workshop	Days	1.5	R	R
2	Other Cost (Please Specify: _____)	Each	1	R	R
3	Other Cost (Please Specify: _____)	Each	1	R	R
4	Other Cost (Please Specify: _____)	Each	1	R	R
	<b>TOTAL (INCLUDING 15% VAT)</b>				<b>R</b>