

**REQUEST FOR PROPOSAL**  
**TERMS OF REFERENCE: STRATEGIC PLANNING SESSION FACILITATOR**  
**REF NO. MBTC-SCM/203/22**



## **TERMS OF REFERENCE**

**FACILITATOR FOR STRATEGIC PLANNING SESSION THE  
MANDELA BAY THEATRE COMPLEX**

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**YOU ARE HEREBY INVITED TO BID FOR THE REQUIREMENT OF MANDELA BAY THEATRE COMPLEX**

RFP NUMBER:	MBTC-SCM/203/22
DESCRIPTION:	FACILITATOR FOR STRATEGIC PLANNING SESSION THE MANDELA BAY THEATRE COMPLEX
PUBLISH DATE:	18 November 2022
CLOSING DATE:	25 November 2022 @ 11:00 am
BID VALIDITY PERIOD:	90 Days from the closing date
COMPULSORY BRIEFING SESSION DATE & TIME	No
DELIVERY ADDRESS	BID DOCUMENTS MAY BE HANDED IN AT:  68 Cape Road Gqeberha Or emailed to: <a href="mailto:suppliers@mandelabaytheatre.co.za">suppliers@mandelabaytheatre.co.za</a>
ENQUIRIES:	Ms. Kholeka Sigasa Email: <a href="mailto:kholeka@mandelabaytheatre.co.za">kholeka@mandelabaytheatre.co.za</a> Tel: 073 370 6465
NB: Bidders must ensure that they sign the register when delivering their bids	

BIDDER NAME:

**THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT AND THE PREFERENTIAL PROCUREMENT REGULATION, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITION OF CONTRACT.**

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**ABBREVIATIONS, ACRONYMS AND DEFINITIONS**

<b>TOR</b>	TERMS OF REFERENCE
<b>MBTC</b>	MANDELA BAY THEATRE COMPLEX
<b>PFMA</b>	PUBLIC FINANCE MANAGEMENT ACT, 1999
<b>TR</b>	TREASURY REGULATIONS
<b>DSAC</b>	DEPARTMENT OF SPORT, ARTS AND CULTURE
<b>CEO</b>	CHIEF EXECUTIVE OFFICER
<b>EC</b>	EASTERN CAPE

**1. BACKGROUND OF MBTC**

The MBTC is a schedule 3A public entity accountable to the Executive Authority, the Minister of DSAC with a vision of becoming the leading producer of excellence and job creation for performing arts in the Eastern Cape. The MBTC is mandated to serve the performing arts sector of the Eastern Cape. This mandate positions the MBTC as a key enabler in advancing the production of historical play, cutting edge socio-political story – telling and innovative dance promise on and influenced by traditional Xhosa and Khoi heritage, repurposing and reversion the musical treasure that the Eastern Cape houses.

Since its declaration as a cultural institution on 4 June 2021, MBTC is required to introduced new and innovative strategies, and a new way of envisioning the future of the sector, new internal business systems and fostered new partnerships and alliances with key provincial and national and international institutions alike. This paradigm shift has channelled a new way of thinking and repositioning of MBTC into a properly re-engineered, well governed, and financially viable schedule 3A public entity that is resilient and capable of executing its mandate.

**2. OBJECTIVES OF THE ASSIGNMENT**

MBTC has a Strategic Plan Review Session scheduled to take place in December 2022. Accordingly, the services of an experienced facilitator with industry exposure is required to drive the development of Strategy and Annual Performance Plan. As a result, the facilitator will co-create a robust strategic planning session that will result in the identification of activities, outputs, and outcomes that will have a high impact over the next few years while also being measurable and responsive to new challenges. The facilitator will use the preparatory work completed to develop a Strategic Planning Session to outline the path for development of a revised Strategic Plan and APP through consultation and engagement with staff, the board, and key stakeholders.

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### **3. TERM OF CONTRACT**

Proven relevant experience and success, as well as the ability to deliver a reliable, efficient and effective service will be important considerations. 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 a superior standard, and is unlikely to cause undue difficulties.

MBTC may request clarification or additional information regarding any aspect of the proposal. The bidder must supply the requested information within 24 hours after the request has been made, otherwise the bidder may be disqualified.

### **4. MANDATORY REQUIREMENTS**

<b>Item</b>	<b>Document Reference</b>	<b>Description</b>	<b>Action to be taken</b>	<b>Checked, Verified &amp; Submitted</b>
1.	SBD 1	Invitation to tender	To be completed in full	
2.	SBD 2	Tax clearance requirements	Submission of a valid original tax clearance certificate  Provide SARS Status PIN in order for MBTC to Verify	
3.	SBD 3.1	Pricing schedule – Firm prices	To be completed in full	
4.	SBD 4	Declaration of Interest	To be completed in full	
5.	SBD 6.1	Preference point claim form	To be completed in full - You may submit a Sworn affidavit.	
6.	TOR	Terms of reference	To be read and applied	
7.		Company Profile and CK documents	To be submitted	
8.		Registered on the National Treasury Central Suppliers Database (CSD)	Provide the CSD Supplier Number (MAAA)	
9.	GCC	General conditions of	Initial each page	

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		Contract.		
10.		B-BBEE status level verification certificate	Submit a valid or a certified copy of a B-BBEE rating issued by a Registered Auditor approved by IRBA or a Verification Agency accredited by SANAS	
11.		Proposal <b>NB. Technical Threshold – 70%</b>	To be compiled and submitted in line with requirements of the Terms of Reference	
12.		Are you the sole Supplier/distributor of goods?	Provide proof on Company Letterhead	

**Additional Notes:**

1. Broad Based Black Economic Empowerment (B-BBEE) rating 3 or better to be submitted.
  - a) A trust, consortium or joint venture must submit a consolidated B-BBEE Status Level Verification Certificate for every separate bid.
  - b) Public entities and tertiary institutions must also submit B-BBEE Status Level Verification Certificates together with their bids.
2. Check list to be completed and attached to the proposal
3. Incomplete documents will be regarded as non-responsive
4. All forms to be completed in black ink
5. No correction fluid to be used in the document, changes should be made by drawing a line through the incorrect information, and initialling the change
6. No late quotations / bids will be accepted
7. MBTC reserves the right to award or may withdraw the bid.

## 5. SCOPE OF WORK

The purpose of the course is to conduct a review of strategic plan and the Annual Performance Plan. A sound and coherent strategy are essential for achieving the long-term objectives of the Entity in this complex and changing environment. Therefore, the facilitator will be required to:

- Facilitate the 2 days Strategic Planning Session including all the planning before the Strategic Planning Session
- Assist the MBTC to develop a Strategic Plan and Annual Performance Plan that reflects its full mandate (both primary and secondary mandate)
- Undertake risk and root cause analysis of the possible causes of non-performance
- Ensure that all programmes are aligned with the MTSF priorities.

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- Attend to any other matter necessary to achieve the finalization of the APP and the Strategy of the MBTC

**DELIVERABLES**

- Facilitation of two day strategic planning session.
- Strategic Planning Session report highlighting milestones towards the activation of the development of a vibrant creative industry in the Eastern Cape.
- Draft Annual Performance Plan (APP) 2023/24 line with applicable prescripts.
- Draft revised Strategic Plan (SP)
- Risk and root cause analysis for poor performance and intervention plan

**COMPETENCY AND EXPERTISE REQUIRED**

MBTC needs to be satisfied that the service provider selected has the necessary experience to undertake this assignment. Thus, the service provider should have the following credentials:

- A thorough understanding of the creative industry and its programmes
- A thorough understanding of the functions of a cultural institution within the context of the public sector
- Understanding of the funding instruments available for the creative industry
- Experience in strategic planning within the public sector
- Experience in drafting Strategic Plans and Annual Performance Plans within the public sector
- Project management experience
- Experience in providing strategic advice to clients
- An understanding of public policy, specifically policies that affect the mandate of the MBTC

**TASKS AND RESPONSIBILITIES**

- Organize and deliver two joint sessions with staff and board members to build a robust strategic planning session.
- Support staff and stakeholders to develop outcomes, ensuring a shared understanding and consensus is achieved.
- Use the SWOT analysis and membership survey results to inform process.
- Work with staff to align and understand planned activities in relation to agreed outcomes in the strategic planning session.
- Work with staff to identify appropriate indicators to measure progress against agreed outcomes including advising on measuring the impact of networking.
- Work with CEO to finalize Strategic planning session and produce a new organizational strategic plan for 2023-2025 by an agreed deadline deliverables

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- Produce a robust Strategic planning session in diagrammatic and written formats, and support the production of an organizational strategic plan for 2023-2025 Consultant person spec
- Demonstrable experience developing a 'Strategic planning session' and organizational strategy
- Ability to write about complex issues in a clear and accessible way
- Excellent interpersonal and communication skills.
- Excellent facilitation skills with ability to run efficient meetings.

## 6. PAYMENT TERMS

- MBTC will pay all the invoices submitted by the awarded bidder within 30 days provided all conditions of supply and installations are met.

## 7. ELIGIBILITY CRITERIA

### 7.1 Technical Requirements (Stage 1)

The functional / technical criterion that was utilized to test the capability of service providers was set as follows:

Value	Description
5 - Excellent	Meets and exceed the functionality requirements
4 – Very Good	Above average compliance to the requirements
3 - Good	Satisfactory and should be adequate for stated element
2 - Average	Compliance to the requirement
1 - Poor	Unacceptable, does not meet the set criteria

#	Sub-Criteria	Weight	Value	ActualScore										
1.	<p>Company's extensive experience in the Creative Sector in strategic plan development, strategy validation and facilitation and assisting organisations to develop Annual Performance Plans.</p> <table border="1" style="margin-left: 20px;"> <tr> <th>4 Points</th><th>8 Points</th><th>12 Points</th><th>16 Points</th><th>20 Points</th></tr> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	4 Points	8 Points	12 Points	16 Points	20 Points	1	2	3	4	5	20	<p>5 = The Consulting company has conducted <b>7 or more</b> strategy facilitation sessions.</p> <p>4 = The Consulting company has conducted <b>5 but less than 7</b> strategy facilitation sessions.</p> <p>3 = The Consulting company has conducted <b>4</b> strategy facilitation sessions.</p> <p>2 = The Consulting company has conducted <b>3</b> strategy facilitation sessions..</p> <p>1 = The Consulting company has conducted <b>2</b> strategy facilitation sessions.</p>	
4 Points	8 Points	12 Points	16 Points	20 Points										
1	2	3	4	5										
2.	The company's Project Leader has the knowledge/experience delivering on strategy facilitation sessions, strategy validation, and helped the organisation develop their strategy and corporate/operational plans by using the Balance	30	<p>5 = Project Leader has conducted <b>seven or more</b> strategy facilitation sessions, strategy validation, and helped organisations develop their strategy and corporate/operational plans</p> <p>4 = Project Leader has conducted <b>five but</b></p>											

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	<p>Scorecard in the Creative sector in the past five years.</p> <table border="1"> <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><b>less than seven</b> strategy facilitation sessions, strategy validation, and helped organisations develop their strategy and corporate/operational plans  <b>3</b> = Project Leader has conducted <b>three but less than five</b> strategy facilitation session, strategy validation and helped organisation develop their strategy and corporate/operational plans  <b>2</b> = Project Leader has have conducted <b>two</b> strategy facilitation session, strategy validation and helped organisation develop their strategy and corporate/operational plans  <b>1</b>= Project Leader has have conducted <b>two</b> strategy facilitation session, strategy validation and helped organisation develop their strategy and corporate/operational plans.</p>	
6 Points	12 Points	18 Points	24 Points	30 Points										
1	2	3	4	5										
3.	<p>Company's comprehensive proposal to MBTC (Methodology) should cover all aspect of the scope of work</p> <table border="1"> <tr> <th>4 Points</th><th>8 Points</th><th>12 Points</th><th>16 Points</th><th>20 Points</th></tr> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	4 Points	8 Points	12 Points	16 Points	20 Points	1	2	3	4	5	20	<p><b>5</b> = The specifics of the scope of work are approached in an innovative and efficient way, indicating that the bidder has outstanding knowledge of state-of-the-art approaches.  <b>4</b>= Specifically tailored to address the specific project objectives and methodology and is sufficiently flexible to accommodate changes that may occur during execution.  <b>3</b> = Satisfactory and partially tailored to address the specific project objectives. The approach minimally deals with the critical characteristics of the project.  <b>2</b> = Generic and not necessarily tailored to address the specific project objectives. The approach does not meaningfully deal with the critical characteristics of the project.  <b>1</b> = Poor / is unlikely to satisfy project objectives or requirements. The bidder has misunderstood certain aspects of the scope of work and does not deal with the critical aspects of the project.</p>	
4 Points	8 Points	12 Points	16 Points	20 Points										
1	2	3	4	5										
4.	<p>Copies of signed reference letters on company's letter head to demonstrate Company's proven track record of Strategy formation, organisational design (including cross functional design), career pathing and succession planning</p> <table border="1"> <tr> <th>4 Points</th><th>8 Points</th><th>12 Points</th><th>16 Points</th><th>20 Points</th></tr> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	4 Points	8 Points	12 Points	16 Points	20 Points	1	2	3	4	5	20	<p><b>5</b> = 5 or more relevant reference letters  <b>4</b> = 4 relevant reference letters  <b>3</b> = 3 relevant reference letters  <b>3</b> = 3 relevant reference letters  <b>2</b> = 2 relevant reference letters  <b>1</b> = 1 relevant reference letters</p>	
4 Points	8 Points	12 Points	16 Points	20 Points										
1	2	3	4	5										
5.	<p>Local Supplier (Proof of address)</p>	10	<p><b>5</b> = Mandela Bay District  <b>4</b> = Other regions in EC</p>											



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	<b>2 Points</b>	<b>4 Points</b>	<b>6 Points</b>	<b>8 Points</b>	<b>10 Points</b>			3 = Bordering regions of EC 2 = Other regions outside EC Province 1 = Outside RSA	
	1	2	3	4	5				
<b>Threshold</b>							<b>70</b>		
<b>Total</b>							<b>100</b>		

**NB:** Bidders who fail to meet a minimum score of 70 out of 100 points in Stage 1 will be eliminated and not proceed for evaluation in Stage 2 (Price and B-BBEE) of the assessment.

## 7.2 Preferential Points System (Stage 2)

A preferential point system will be applied in the procurement of goods and services as prescribed in the PPPF Act, Section 2(a).

An 80/20 procurement point system will be applied on procurement of goods and services between R30 000 and R50 million where a maximum of 80 points are awarded for price and a maximum of 20 points are awarded for the bidder's B-BBEE status. The preferential points awarded under the 80/20 threshold are awarded using the framework detailed below:

<b>CRITERIA</b>		<b>POINTS</b>
<b>BID PRICE</b>		<b>80</b>
<b>B-BBEE CONTRIBUTION LEVEL</b>		<b>20</b>
<b>1</b>	20	
<b>2</b>	18	
<b>3</b>	14	
<b>4</b>	12	
<b>5</b>	8	
<b>6</b>	6	
<b>7</b>	4	
<b>8</b>	2	
<b>Non-compliant contributor</b>		0
<b>TOTAL</b>		<b>100</b>