



REQUEST FOR A QUOTE FOR A COMPANY TO CONDUCT A
ORGANISATIONAL DESIGN WORKSHOP OVER 3 DAYS.- MTF RFQ 235/2024 -
2025

The Market Theatre Foundation

Request for Quotation:

REQUEST FOR A QUOTE FOR A COMPANY TO
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WORKSHOP OVER 3 DAYS.- MTF RFQ 235/2024 -
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Advertising Date: 28 January 2024

Closing Date: 31 January 2024

Closing Time: 12:00

Tender Price: N/A

Tender can be delivered in Tender box situated at or emailed to:

138 Lillian Ngoyi Street, Newtown

vickeyp@markettheatre.co.za / rfq@markettheatre.co.za

Compulsory Briefing Session: N/A

Address: N/A

Company Name: _____



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***The Market Theatre Foundation is looking for company to conduct
a organisational design workshop over 3 days.***

The Market Theatre is renowned world-wide for brilliant anti-apartheid plays that have included Woza Albert, Asinamali, Bopha, Sophiatown, You Strike the Woman You Strike a Rock, Born in the RSA, Black Dog – Inj'emnyama, as well as the premieres of many of Athol Fugard's award-celebrating the past, but it is also confidently looking forward to playing a major cultural role in the 21st century for South Africa, and the African continent.

During the past four decades, The Market Theatre has evolved into a cultural complex for theatre, music, dance and the allied arts. Today, The Market Theatre remains at the forefront of South African theatre, actively encouraging new works that continue to reach international stages.

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OVER 3 DAYS.**

Scope of Work:

The Organisational design workshop is envisioned to take place over multiple days (3), engaging a diverse range of stakeholders made up of executive and middle management.

Day 1: Review of current organisational structure with Executive Management

- **Objective:** To assess the current organogram and how it aligns to the new Strategic Performance Plan 2025 – 2030
- **Activities:**
 - Review and analyse the possibilities within the KPI's and defined targets
 - Evaluate how resource alignment to the new SPP can be sharpened.
 - Engage in discussions with key stakeholders to gather insights and perspectives on current and potential performance.
- **Output:** A comprehensive hand-over report detailing the findings from the review process, including areas of success and opportunities for improvement.
- **Stakeholders to be engaged:** Executive Management (4 pax)

Day 2: Engage in discussions with key stakeholders to gather insights and perspectives on current and potential fundraising and revenue generation functions



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- **Objective:** To re-envision and ideate on possible solutions and staffing required in order to meet the new fundraising and revenue generation targets set for the next 5 years.
- **Activities:**
 - Conduct a stimulating workshop with middle management and staff that currently carry out or contribute towards the fundraising and revenue generation activities
 - Identify the most suitable human and other resources required to deliver on the planned outputs
 - Suggest if there are revisions required to the organogram and how this will impact all current positions involved in the said fundraising and revenue generation activities
- **Output:** A proposed resourcing strategy for the fundraising and revenue generation function that reflect the inputs of all stakeholders. This should include a proposal on staffing requirements.
- **Stakeholders to be engaged:** Middle Management (+/-8 pax)

Day 3: Consolidation of outcomes from the two workshops to agree a way forward

- **Objective:** To consolidate the proposed/draft resource strategy so as to better achieve the MTF strategic objectives for fundraising and revenue generation while aligning its staff and the skills required.
- **Activities:**
 - Consolidate and present the review and workshop outcomes from the two separate workshops
 - Encourage consensus making on the key roles and responsibilities required to deliver on 5-year objectives and targets
 - Make recommendations using your expertise and experience where necessary
- **Output:** A clear proposed resourcing strategy/draft organogram, explanation of how the proposal addresses the identified strategic needs, accompanied by reviewed or proposed JD's for management to implement and monitor progress against these position's.
- **Stakeholders to be engaged:** Executive Management and Middle Management (+/- 12 -14 pax)

Further Information:

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



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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 related sectors.
- A budget breakdown for the proposed work, including fees and any associated costs.
- A timeline for the delivery of the workshop and final outputs.

Submission Deadline:

Please submit your proposal by : 31 January 2025

Contact Information:

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



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The Market Theatre Foundation – The Business Structure



Functionality

Companies will be evaluated on functionality on the criteria outlined in the table below

Description	Weighting
1. Location of the main operating office. (Please submit proof of residence in form of a rates account or lease agreement) • With in Gauteng - 10 • Outside Gauteng - 5	10



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2. Company Experience facilitating strategic organisation design workshops Provide a Company profile outlining the company years' experience facilitating strategic organisation design workshops • 8 Years or more – 20 • 6 to 7 Years – 15 • 4 to 5 Years – 10 • 2 to 3 Years – 5 • Below 2 years - 1	20
3. Company Experience facilitating strategic organisation design workshops for an arts organisation. Company profile outlining the company years' experience facilitating strategic workshop for <u>an arts organisation</u>. • 8 Years or more – 10 • 6 to 7 Years – 6 • 4 to 5 Years – 3 • 2 to 5 Years – 2 • Below 2 years - 0	10
4. Experience of the Main Facilitator Provide CVs and certified ID copy of the main facilitator with experience in facilitation for the arts industry; • 10 Years experience or more – 20 • 8 to 9 Years experience – 15 • 6 to 7 Years experience – 10 • 4 to 5 Years experience – 5 • 2 to 3 Years experience – 3	20



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Below 2 years' experience – 1	
5. Qualifications of the main facilitator Provide qualifications of the main facilitator: - Degree in HR/Organisational Design/Strategy - 10 - Diploma in HR/Organisational Design/Strategy - 7 - Other degrees - 5 - Other diplomas - 3	10
6. Reference letters in similar work done 3 or more contactable reference letters on a company letterhead and signed. 3 reference letters - 30 2 reference letters – 20 1 reference letter – 10	30

The threshold for the functionality is 75 points any company that do not score 75 points will be disqualified.

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.....



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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 interest¹ 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
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.



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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 consortium² 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.

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.



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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**

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**

- 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:

- (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:



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	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 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).



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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:

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

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:

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

Where

P_s = Points scored for price of tender under consideration

P_t = Price of tender under consideration

P_{max} = Price of highest acceptable tender



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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.)

		Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (80/20 system) (To be completed by the tenderer)
	The specific goals allocated points in terms of this tender		



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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 and I acknowledge that:



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- 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:

.....

.....

.....



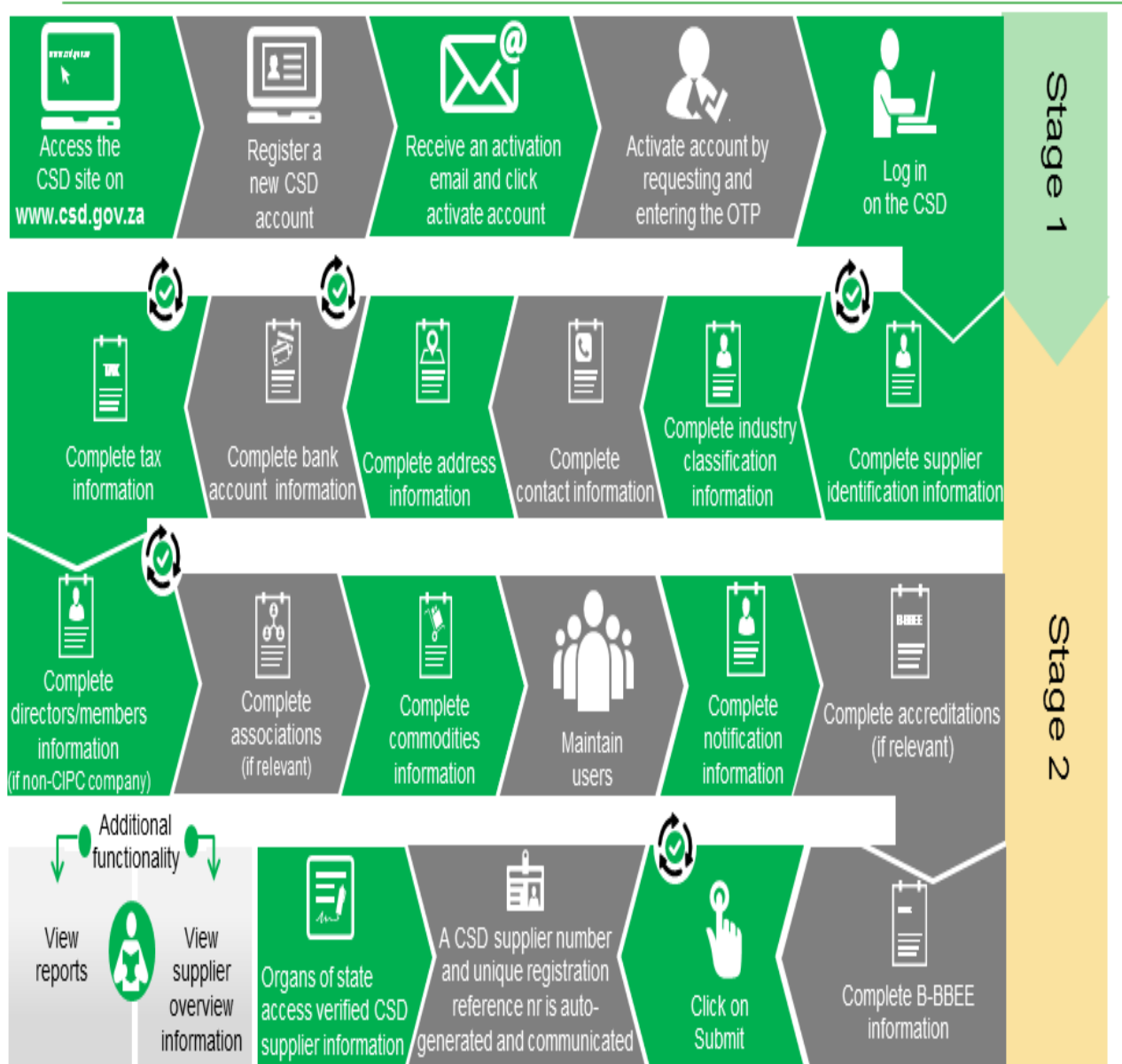
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Annexure C
CSD REGISTRATION PROCESS



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Supplier Self-Registration Process



Auto verification of supplier information with SARS, CIPC etc.



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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. Additional price components not included in the Pricing Table should be clearly itemized below.

1. Pricing Schedule

Item No	Description	Unit	Qty	Amount per day	Amount over 3 days
1	Conducting 3 day Workshop	Each	3 days	R	R
2	Other:	Each	Each	R	R
3	Other:	Each	Each	R	R
4	Other:	Each	Each	R	R
5	Other:	Each	Each	R	R
6	Other:	Each	Each	R	R
TOTAL FOR THE 3 DAYS (Including 15% VAT)				R	