THE MARKET THEATRE FOUNDATION

REQUEST FOR QUOTATION

APPOINTMENT OF A MULTIDISCIPLINARY SERVICE PROVIDER TO DESIGN, FACILITATE AND SYNTHESISE A MID-CYCLE STRATEGIC REVIEW AND PRIORITISATION PROCESS

RFQ NO.: [RFQ 515/2026-2027]

Closing Date	11 September 2026
Closing Time	12:00
Submission Method	Email, as directed by MTF SCM / rfq@markettheatre.co.za
Workshop Period	29 September / 1 October to 6 October 2026
Venue	Johannesburg, Gauteng (venue provided by MTF)

IMPORTANT

Bidders must be available for the proposed workshop dates. The proposed team must comprise more than one suitably qualified professional, and CVs for all proposed team members must be attached to the submission.

1. GENERAL INFORMATION

1.1 Purpose of this RFQ

The Market Theatre Foundation (MTF) wishes to appoint a suitably qualified, multidisciplinary service provider to design and facilitate a structured mid-cycle strategic review and prioritisation process, and to synthesise the outcomes into a practical set of strategic choices and recommendations that can inform the preparation of the MTF Annual Performance Plan (APP) for 2027/28 and the remainder of the current strategic period.

The assignment is not premised on a predetermined decision to amend the MTF Strategic Performance Plan (SPP). The purpose is to enable Council and Management to test the continued relevance, affordability, achievability and sequencing of existing strategic commitments against a materially changed operating environment, and to identify where reprioritisation, redesign, sequencing or further formal engagement with the Department of Sport, Arts and Culture (DSAC) and/or the Department of Planning, Monitoring and Evaluation (DPME) may be required.

1.2 About the Market Theatre Foundation

The Market Theatre Foundation is a Schedule 3A public entity and cultural institution based in Johannesburg, reporting to the Department of Sport, Arts and Culture. The Foundation comprises the Market Theatre, Market Laboratory, Market Photo Workshop and Windybrow Arts Centre. Its work spans performing arts, visual arts, arts education and development, public programming, heritage and cultural engagement.

The MTF operates within a public-sector governance and performance-planning environment while also managing the realities of a creative and cultural institution whose public value cannot be assessed solely through commercial returns.

2. BACKGROUND AND CONTEXT

The MTF is currently implementing its 2025-2030 Strategic Performance Plan. In line with the DPME planning framework, the five-year strategy sets out the organisation's intended impact, outcomes, outputs and strategic direction, with annual commitments translated into APPs and linked to available resources and budgets.

Since approval of the SPP, the operating environment has changed materially. The organisation is experiencing declining or constrained baseline funding, uncertainty over the full five-year funding horizon, increasing expectations for self-generated revenue and fundraising, significant pressure on institutional capacity, and a need to ensure that strategic commitments remain aligned to realistic financial and human resources.

The MTF therefore wishes to undertake a structured review ahead of the 2027/28 APP preparation process. The review must create space for candid but constructive consideration of trade-offs, sequencing and institutional choices without presupposing that the current strategy must be formally changed.

The process should help the institution distinguish between its enduring mandate, approved strategic direction, implementation priorities, annual performance commitments and the enabling capacity required to deliver them.

3. STRATEGIC QUESTIONS TO BE EXPLORED

The appointed service provider will be expected to design the process around, inter alia, the following strategic questions:

- Which parts of the MTF mandate and current strategy must be protected and sustained?
- Are the remaining outputs and targets in the SPP still achievable and affordable at the planned scale and pace?
- What activities or commitments should be prioritised, sequenced, redesigned, reduced, deferred or discontinued?
- What should constitute "core business" in the current operating environment, and which enabling capabilities are essential to sustain it?
- How should the MTF balance its public-cultural mandate with expectations regarding financial sustainability, fundraising and self-generated income?
- What is the realistic institutional and staffing capacity required to support current and future ambitions?
- What are the people-management implications of continued delivery pressure, including workload, organisational effectiveness, employee engagement, quality and sustainability?
- What external, social, technological, economic, policy and sector trends could materially affect the MTF over the remaining strategic period?
- How should digital transformation and technology be used to improve efficiency, audience/beneficiary reach, operating models, data, systems and future sustainability?
- Which limited number of strategic projects or institutional priorities should receive concentrated attention in the next APP cycle and over the remainder of the strategic period?
- Which matters can be addressed through annual prioritisation and implementation choices, and which may require formal engagement with DSAC, DPME or other governance processes?

4. SCOPE OF WORK

The service provider will be responsible for the end-to-end design, facilitation and synthesis of the review process. The scope must include the following components:

4.1 Inception, document review and process design

- Conduct an inception meeting with the CEO and designated MTF project team.
- Review key institutional documents to be supplied by MTF, including the current SPP, relevant APPs and performance reports, budget and MTEF information, organisational structure and high-level staffing/capacity analysis, strategic risk information, and other relevant governance or planning documents.
- Develop a tailored facilitation methodology and workshop architecture appropriate to a Schedule 3A public entity and a multidisciplinary arts and cultural institution.
- Identify the evidence, pre-reading and analytical inputs required for each workshop.
- Design tools that support prioritisation, trade-off decisions, futures thinking, scenario exploration and alignment between strategy, resources, people and digital capability.

4.2 Facilitation of phased strategic review workshops

The process is envisaged as a series of linked engagements. Bidders may refine the workshop design, but must price and demonstrate availability for the dates below.

Phase	Participants	Proposed date	Indicative duration	Purpose
Phase 1	Executive Management (EXCO)	29 September 2026 OR 1 October 2026	1 day	Executive-level review of assumptions, performance, resources, risks, strategic choices and

				issues to take into the broader process.
Phase 2	Middle Management / MANCO	30 September 2026	1 day	Operational reality check on delivery capacity, workload, systems, people, priorities, constraints and opportunities.
Phase 3	Council, EXCO and MANCO	5 and, if required, 6 October 2026	Target: 1 day; maximum 1.5 days	Integrated strategic workshop to consider evidence, future context, trade-offs, strategic priorities and possible implementation choices. The design should aim to conclude substantive deliberations in one day where feasible, with up to a further half day if required.

The successful bidder will be expected to recommend the most effective sequencing and design within these dates, while preserving the intended progressive engagement from executive analysis through management input to Council-level strategic deliberation.

4.3 Strategic and multidisciplinary lenses

The methodology must integrate, rather than treat as separate exercises, the following areas:

- Corporate and institutional strategy, including prioritisation, operating-model choices and resource alignment;
- Public-sector strategy and performance planning, with working knowledge of the DPME planning framework and the governance environment of Schedule 3A public entities;
- People management and organisational effectiveness, including institutional capacity, workload, organisational design implications, engagement and sustainable delivery;
- Futures thinking, horizon scanning and/or scenario planning to test the resilience of current assumptions and choices;
- Information technology and digital transformation, including the role of digital capability in efficiency, future operating models, data, audience/beneficiary engagement and institutional sustainability;
- Financial and resource sustainability, including the relationship between public funding, self-generated revenue, fundraising ambition, capacity and public value;
- Arts, culture and/or creative-sector realities, including the non-commercial and public-value dimensions of cultural institutions.

4.4 Synthesis and final outputs

- Provide concise written outputs after each phase capturing key themes, areas of alignment, unresolved questions and matters to be carried forward.
- Produce a final Strategic Review and Prioritisation Report that synthesises the process and records the choices, priorities and issues emerging from the workshops.
- Clearly distinguish between recommendations that can be implemented through APP prioritisation/operational planning and matters that may require governance approval, shareholder engagement or a formal planning-process response.
- Provide a practical prioritisation framework or roadmap for the next APP cycle and remaining strategic period, including a limited set of recommended focus areas/projects, sequencing considerations, dependencies and enabling requirements.

- Provide an executive presentation of the final outcomes in an editable format.
- Provide all final workshop materials, tools and outputs in editable electronic format.

A draft final report should be submitted within five (5) working days after the final workshop, with the final report submitted within three (3) working days after receipt of consolidated MTF comments, unless otherwise agreed.

5. DELIVERABLES

Deliverable	Minimum requirement	Timing
1. Inception and methodology note	Confirmed approach, document requirements, workshop design, facilitation team roles, pre-reading and detailed project plan.	Before first workshop
2. Workshop materials	Agendas, exercises, analytical tools, presentations and participant pre-reading for all phases.	Before each workshop
3. Facilitated workshops	Delivery of all agreed workshop phases on the required dates.	29 Sep / 1 Oct - 6 Oct 2026
4. Phase synthesis notes	Concise record of key themes, decisions, tensions and items carried forward.	After each phase
5. Draft Strategic Review and Prioritisation Report	Integrated findings, strategic choices, prioritisation framework, implications and recommended next steps.	Within 5 working days after final workshop
6. Final report and executive presentation	Finalised report incorporating consolidated comments plus editable presentation and source materials.	Within 3 working days of comments

6. MINIMUM SERVICE PROVIDER AND TEAM REQUIREMENTS

This assignment requires a multidisciplinary team. A bid centred on a single individual will not be considered responsive.

- The proposed delivery team must comprise at least two (2) professionals with clearly differentiated but complementary expertise.
- CVs for every proposed team member must be attached. The submission must identify each person's role in the assignment.
- The bidder must demonstrate strong strategy-development and strategic-review capability.
- The team must collectively demonstrate substantive people-management, organisational effectiveness and/or organisational-design experience.
- The team must collectively demonstrate futures-thinking, scenario-planning, horizon-scanning or comparable strategic foresight capability.
- The team must collectively demonstrate information technology and/or digital-transformation expertise relevant to institutional strategy and operating models.
- Public-sector experience is essential. Experience with public entities, government departments and/or public-sector planning and governance frameworks will be evaluated.
- Prior work in the arts, culture, heritage, creative industries or a closely related public-purpose cultural environment is essential and will be weighted strongly.
- The bidder must demonstrate experience facilitating senior leadership and governing-body/Board engagements involving complex choices, competing interests and strategic trade-offs.
- All proposed team members must be available for the dates on which they are assigned. Substitution of key personnel after award will require prior written approval by the MTF.

7. PROPOSAL SUBMISSION REQUIREMENTS

Bidders must submit a concise but sufficiently detailed proposal containing, at minimum:

- Company profile and overview of relevant experience;
- Proposed methodology and facilitation approach, including how the bidder will integrate strategy, people, futures thinking, digital transformation and financial/resource considerations;
- Detailed project plan confirming availability for the specified dates and explaining the proposed sequencing of the phases;
- Team structure, roles and responsibilities, with CVs and relevant qualifications for all proposed team members;
- A portfolio of comparable assignments, clearly identifying work undertaken in the public sector and in arts/culture/creative-sector organisations;
- At least three (3) contactable references for comparable assignments, preferably including at least one public-sector client and one arts/culture/creative-sector client;
- A detailed, fixed-price cost proposal in South African Rand, inclusive of VAT where applicable, showing professional fees, preparation, facilitation, reporting, travel and all other costs separately;
- Any assumptions, exclusions or dependencies relevant to the proposal;
- All compulsory SCM returnable documents stipulated by MTF.

8. INFORMATION TO BE PROVIDED BY MTF

- Current 2025-2030 Strategic Performance Plan;
- Relevant Annual Performance Plans and performance reports;
- Relevant budget, MTEF and funding information;
- High-level organisational structure and staffing/capacity information;
- Relevant strategic risk and governance information;
- Other institutional reports or analyses reasonably required for the assignment;
- Workshop venue and standard in-room facilities in Johannesburg.

9. FUNCTIONALITY EVALUATION

Responsive bids will first be evaluated on functionality. A minimum score of 75 out of 100 points is required to proceed to the next stage of evaluation. Thereafter, price and specific goals will be evaluated in accordance with the applicable MTF SCM framework and Preferential Procurement Regulations.

Criterion	Evidence / scoring considerations	Weight	Maximum
1. Understanding and proposed methodology	Demonstrates a clear understanding of a mid-cycle strategic review in a constrained public-sector environment; integrates strategy, prioritisation, people/capacity, futures thinking, digital transformation and resource alignment; proposes practical tools for complex trade-off discussions.	20% • Clear understanding of a mid-cycle strategic review in a constrained public-sector environment – 20 • No clear understanding of a mid-cycle strategic review	20

		in a constrained public-sector environment – 0	
2. Relevant organisational experience	Track record in strategic reviews, strategic planning and senior facilitation. Strong evidence of public-sector work and prior arts/culture/creative-sector assignments.(Provide a detailed project list of previous projects in the above sectors not older then 5 years)	20% • Detailed projects list in public sector and arts and culture – 20 • No Detailed projects list list in public sector and arts and culture - 0	20
3. Multidisciplinary team capability	Quality and relevance of the proposed team; at least two professionals; complementary expertise across strategy, people/organisation, futures/foresight, digital/IT and public-sector planning; seniority and facilitation capability appropriate for Council and Executive engagements.	35% • Minimum 2-member team with relevant experience – 35 • Below 2-member team with relevant experience – 25 • Team with no relevant experience - 0	35
4. Comparable assignments and references	Quality and relevance of comparable work; evidence of successful assignments involving Boards/Councils and senior management; contactable references, including public-sector and arts/culture experience.	15% • 3 contactable references including at least one in public sector and one in arts and culture – 15 • 2 contactable references – 10 • 1 contactable reference – 5 • No contactable reference - 0	15
5. Project plan, availability and quality assurance	Realistic workplan; confirmed availability for required dates; approach to compressed sequencing, preparation, synthesis and reporting; clear allocation of team members and quality-control arrangements.	10% • Realistic Workplan – 10 • No realistic Workplan - 0	10
TOTAL		**100%**	**100**

10. PRICING REQUIREMENTS

Bidders must provide a fixed, all-inclusive price for the full assignment, together with the breakdown below. Prices must be quoted in South African Rand and must state VAT separately where applicable. All travel and incidental costs required to deliver the assignment in Johannesburg must be included.

11. CONTRACT PERIOD AND GENERAL CONDITIONS

- The appointment will be for a once-off assignment commencing immediately after award and continuing until acceptance of the final deliverables.
- The successful bidder will be required to enter into an MTF Service Level Agreement setting out scope, deliverables, pricing, timelines and other obligations.
- Prices must remain firm for the duration of the assignment and be valid for at least sixty (60) days from the closing date of the RFQ.
- MTF payment terms are thirty (30) days from receipt of a valid invoice, subject to satisfactory delivery and acceptance of the relevant deliverable.
- MTF reserves the right not to award the RFQ, to cancel the process, or to negotiate reasonable refinements to the methodology and programme with the preferred bidder within the approved scope and procurement framework.
- All materials and institutional information made available to the service provider must be treated as confidential. Publication or external use of MTF information or workshop outcomes will require prior written approval.
- The successful bidder may not substitute key personnel without prior written approval from MTF.

12. RETURNABLE DOCUMENTS

The following must be submitted together with the proposal, in addition to any further requirements stipulated by MTF SCM:

- Proof of registration on the Central Supplier Database (CSD) and compliant tax status;
- Fully completed and signed SBD 4 and SBD 6.1 forms;
- Valid B-BBEE certificate or applicable sworn affidavit;
- Completed proposal addressing all requirements in this RFQ;
- Detailed pricing schedule;
- CVs of all proposed team members;
- Evidence of comparable assignments and contactable references;
- Where applicable, joint venture/consortium agreement and required documentation for each party.

Failure to submit documents designated as compulsory may result in disqualification in accordance with the MTF SCM requirements.

13. SUBMISSION AND ENQUIRIES

RFQ number	RFQ 514/2026-2027
Closing date	11 September 2026
Closing time	12:00

Physical submission	The Market Theatre Foundation, 138 Lillian Ngoyi Street, Newtown, Johannesburg
Email submission	rfq@markettheatre.co.za
SCM contact person	Vickey Pienaar
Contact details	Vickeyp@markettheatre.co.za

14. ANNEXURES

The final issued RFQ should include the MTF's current standard SCM annexures and forms, including SBD 4, SBD 6.1, CSD requirements and any other current procurement documentation prescribed by MTF SCM. These should be attached in their current approved form at the time the RFQ is issued.

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.

ANNEXURE A - Declaration of Interest

SBD 4

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

1.1 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, 1996 (Constitution), and further expressed in the various applicable legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

1.2 If a person is 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. DECLARATION ON EMPLOYMENT BY ORGAN OF STATE

2.1 Is the bidder, or any of the directors / trustees / shareholders / members / partners of the bidder employed by an organ of state, as defined in section 239 of the Constitution?

YES/NO

2.2 If YES, furnish particulars of the names, individual identity numbers, in the table below:

Full Name	**Identity Number**	**Name of organ of state**

2.3 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? **YES/NO**

2.3.1 If so, furnish particulars:

………
………
………

2.4 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

2.4.1 If so, indicate all companies registered in the CSD in the table below:

Supplier registration number MAAA)	Status (active/inactive/deleted)

Failure to disclose all CSD-registered active companies linked to all Directors will lead to disqualification**.**

3 GENERAL DECLARATION

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

3.1 I have read and I understand the contents of this disclosure.

3.2 I understand that the accompanying bid will be disqualified if this disclosure is found to be false.

3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor.

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.

3.5 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.

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

3.7 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, 1998 (Act No. 89 of 1998) and or may be referred to law enforcement agencies for criminal investigation and or may be restricted from conducting business with the state for a period not exceeding 10 years in terms of the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004) or any other applicable legislation.

I CERTIFY THAT THE ABOVE IS CORRECT.

I ACCEPT THAT THE PROCURING INSTITUTION MAY REJECT THE BID OR TAKE APPROPRIATE ACTION AGAINST ME IF THIS DECLARATION IS FALSE.

……………………………… ……………………………………………

Signature Date

……………………………… ………………………………………...

Designation Name of bidder

ANNEXURE B

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

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**

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:

	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).

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:

80/20 **or** **90/10**

$$\boldsymbol{Ps = 80\left(1 - \frac{Pt - P\,min}{P\,min}\right)} \quad \text{or} \quad \boldsymbol{Ps = 90\left(1 - \frac{Pt - P\,min}{P\,min}\right)}$$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = 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:

80/20 **or** **90/10**

$$Ps = 80\left(1 + \frac{Pt - P\,max}{P\,max}\right) \quad \text{or} \quad Ps = 90\left(1 + \frac{Pt - P\,max}{Pmax}\right)$$

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) (To be completed by the organ of state)	Number of points claimed (80/20 system) (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 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: ………………………………………………………

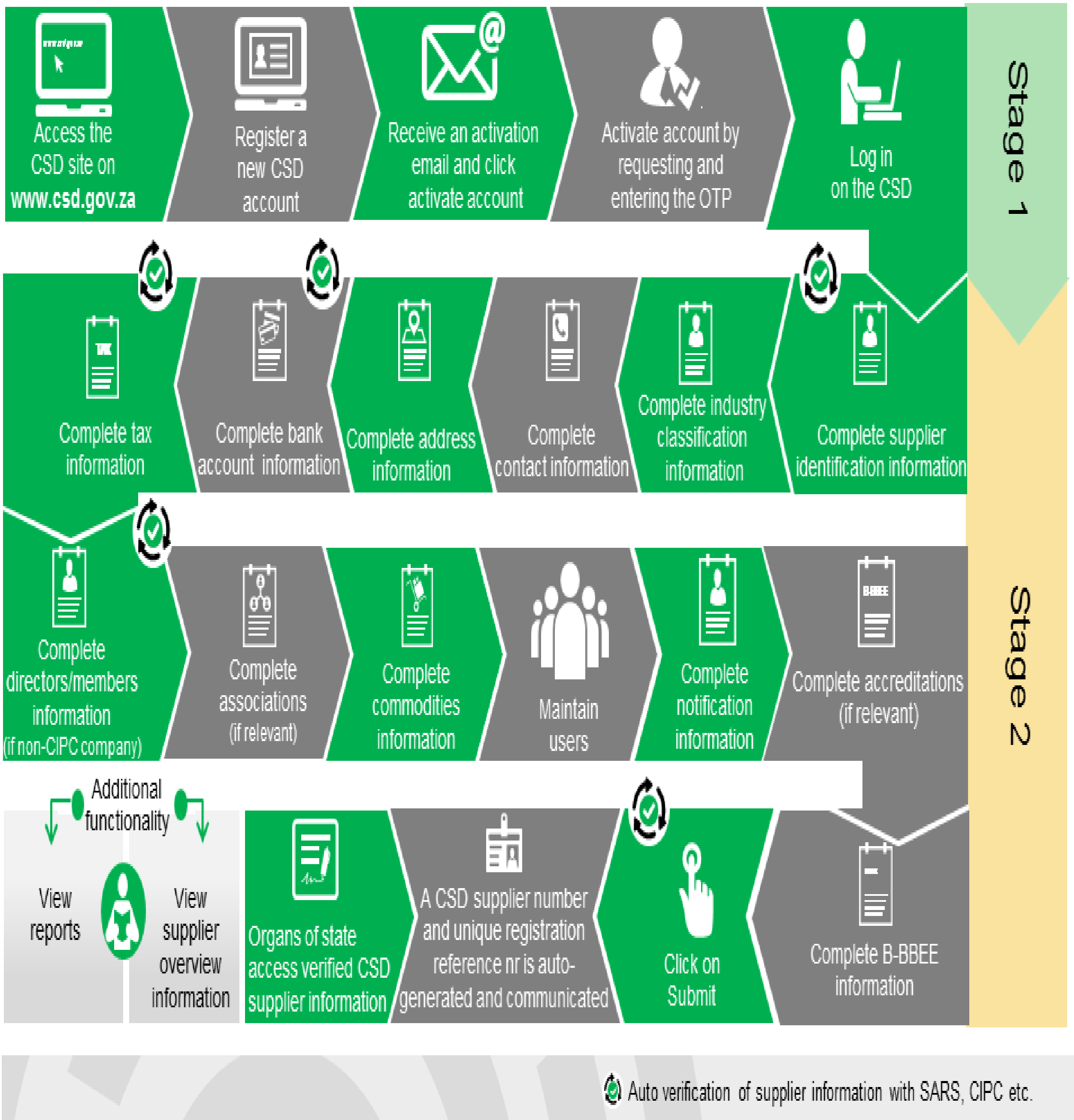
………………………………………………………

………………………………………………………

Annexure C

CSD REGISTRATION PROCESS

Supplier Self-Registration Process



Annexure D

Pricing Schedule

Pricing Schedule

Bidders must provide a fixed, all-inclusive price for the full assignment, together with the breakdown below. Prices must be quoted in South African Rand and must state VAT separately where applicable. All travel and incidental costs required to deliver the assignment in Johannesburg must be included.

Cost component	Amount (R)
Inception, document review and process design	R
EXCO workshop - 29 September OR 1 October 2026	R
MANCO workshop - 30 September 2026	R
Council + Management workshop - 5 October 2026	R
Additional half-day, if required - 6 October 2026	R
Workshop materials and preparation	R
Synthesis notes and draft final report	R
Final report and executive presentation	R
Travel / disbursements (if any)	R
Other (specify)	R
Subtotal	**R**
VAT @ 15%	**R**
TOTAL	**R**