



**National
Research
Foundation**

BID INVITATION

Appointment of a Service Provider for compilation of an NRF Supply Chain Management Policies and Procedures

RFQ Number: NRF SCM 13/2025-26

BID DESCRIPTION

The appointment of a suitable service provider to compile a Supply Chain Management Policies, including Standard Operating Procedures Manuals for all supply chain processes of the National Research Foundation

RFQ INVITATION (SBD 1 SECTION 1A)

RFQ Number

NRF/SCM NRF SCM 13/2025-26

Closing Date and Time (as per NRF systems)

28 November 2025 at 11:00

HIGH LEVEL CONTEXT, SCOPE AND CONTRACT TYPE

The NRF Corporate Supply Chain unit seeks to appointment a service provider to compile detail Standard Operating Procedures (SOPs) for all supply chain processes of the organisation aligned to current approved supply chain policies, guidelines and supply chain delegations. All SOPs should be incorporated into a supply chain manual to be designed by the service provider. The completed and approved supply chain manual must be handed over to the NRF.

RESPONSE DETAILS

ELECTRONIC SUBMISSION TO:

bids@nrf.ac.za

Emailed PDF file name format is "Bid Number / Supplier Name" Refer **Annexure A** for guidance on electronic submissions.

ONE ENVELOPE APPROACH:

This is a One Envelope approach in light of this being a fixed fee contract.

Procedural and Technical enquiries may be directed in writing to:

Section	Supply Chain Management
Contact person	Att: Vuyelwa Vabaza
E-mail address	bids@nrf.ac.za

SUPPLIER INFORMATION

Name of Bidder

Postal Address

Street Address

Telephone Number

SUPPLIER INFORMATION

Code		Number	
Cell Phone Number			
Code		Number	
Facsimile Number			
Code		Number	
E-Mail Address			
VAT Registration Number			
Tax Compliance Status	Tax Compliance System PIN		Central Supplier Database No. MAAA
B-BBEE Status Level Verification Certificate	Tick Applicable Box. <input type="checkbox"/> Yes <input type="checkbox"/> No	B-BBEE Status Level Sworn Affidavit	Tick Applicable Box. <input type="checkbox"/> Yes <input type="checkbox"/> No
[A B-BBEE status level verification certificate/ sworn affidavit (for EMEs & QSEs) must be submitted in order to qualify for preference points for B-BBEE]			
Are you the accredited representative in South Africa for the goods /services/works offered?	<input type="checkbox"/> Yes <input type="checkbox"/> No [If yes enclose proof]	Are you a foreign-based supplier for the goods/services/ works offered?	<input type="checkbox"/> Yes <input type="checkbox"/> No [If yes, answer the questionnaire below]
QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS			
Is the entity a resident of the Republic of South Africa (RSA)?			<input type="checkbox"/> Yes <input type="checkbox"/> No
Does the entity have a branch in the RSA?			<input type="checkbox"/> Yes <input type="checkbox"/> No
Does the entity have a permanent establishment in the RSA?			<input type="checkbox"/> Yes <input type="checkbox"/> No
Does the entity have any source of income in the RSA?			<input type="checkbox"/> Yes <input type="checkbox"/> No
Is the entity liable in the RSA for any form of taxation?			<input type="checkbox"/> Yes <input type="checkbox"/> No
If the answer is "No" to all of the above, then it is not a requirement to register for a tax compliance status system pin code			

SUPPLIER INFORMATION

from the South African Revenue Service (SARS) and if not register as per 2.3 below.

TERMS AND CONDITIONS FOR BIDDING (SBD 1 SECTION B)

1. BID SUBMISSION:

1.1	Bids must be delivered by the stipulated time to the correct address. Late bids will not be accepted for consideration.
1.2	All bids must be submitted on the official forms provided–(not to be re-typed) or in the manner prescribed in the bid document. Bid pages are bound to minimise risk of lost pages.
1.3	This bid is subject to the Preferential Procurement Policy Framework Act, 2000, the General Conditions of Contract (GCC) with its special conditions of contract, and, if applicable, any other legislative requirements.
1.4	The successful bidder will be required to fill in and sign a written contract form (SBD7.1 or SBD 7.2).

2. TAX COMPLIANCE REQUIREMENTS

2.1	Bidders must ensure compliance with their tax obligations.
2.2	Bidders are required to submit their unique personal identification number (PIN) issued by SARS to enable the organ of state to verify the taxpayer's profile and tax status.
2.3	Application for tax compliance status (TCS) pin may be made via e-Filing through the SARS website www.sars.gov.za .
2.4	Bidders may also submit a printed TCS certificate together with the bid.
2.5	In bids where consortia / joint ventures / sub-contractors are involved; each party must submit a separate TCS certificate / PIN / CSD number.
2.6	Where no TCS is available, but the bidder is registered on the Central Supplier Database (CSD), a CSD number must be provided
2.7	No bids will be considered from persons in the service of the state, companies with directors who are persons in the service of the state, or close corporations with members persons in the service of the state.

3. TWO ENVELOPE SYSTEM	No
-------------------------------	----

4. VALIDITY PERIOD FROM DATE OF CLOSURE	60 days
--	---------

5. THE BIDDING SELECTION PROCESS

	<p><u>Stage 1 – Compliance to submission requirements</u></p> <p>Bidders warrant that their proposal document has, as a minimum; the specified documents required for evaluating their proposals as set out in the Returnable Document List and conform to all the terms, conditions, and</p>
--	--

TERMS AND CONDITIONS FOR BIDDING (SBD 1 SECTION B)

specifications as set out in this document.

Stage 2 – Evaluation of Bids against Qualification (Eligibility criteria)

Bidders achieving the transformation pre-qualification, statutory compliance and minimum qualification threshold enter the due diligence stage

Stage 3 – Due Diligence

The NRF reserves the right to request and interview references and/or to test the candidate's performance against prior advice provided and/or to interview the candidates and/or require presentations from candidates.

Stage 4 – Preference Evaluation

It is an objective condition to distribute the work and to increase the proportion of work on the List of Qualified Service Providers ("panel") to Service Providers with a higher B-BBEE level. The List of Qualified Service Providers will be ranked on a point system as the price is fixed. In general, bidders who are ranked lower will be awarded a lower proportion and thus quantity of work *ceteris paribus*. This falls away should only one bidder qualify.

Stage 4 – Checking Tax Compliance

Stage 4 – Taxpayers Resident in South Africa

The NRF notifies the recommended bidder in writing where their tax compliance check reflects that they are non-compliant and provides the recommended bidder seven (7) working days to submit written proof from SARS of their tax compliance status or proof that they have made an arrangement with SARS to meet their outstanding tax obligations. Failure to deliver such written evidence of compliance results in the rejection of that recommended bid.

Stage 5 – Award and Contract Signing

The NRF nominates the bidders who meet the pre-qualification and qualification (eligibility criteria) for the contract award and appointment to the List of Qualified Service Providers ("panel") subject to the qualified bidders having supplied the relevant administrative documentation.

6. ACKNOWLEDGEMENT OF READING EACH PAGE

The bidder warrants by signature in this document that the bidder has read and accepts the document in its entirety through reading each page.

7. CENTRAL SUPPLIER DATABASE REGISTRATION

Bidders are requested to register on the Central Supplier Database and to include in their bid their Master Registration Number (Supplier Number) in order to enable the NRF to verify the supplier's tax status on the Central Supplier Database.

8. CLARIFICATION

If the respondent wishes to clarify aspects of this request or the acquisition process, they contact the officials listed under the enquiries section above. The National Research Foundation does not provide the origin of the request to any party.

9. RESPONSE PREPARATION COSTS

The NRF is not liable for any costs incurred by a bidder in the process of responding to this Bid Invitation, including on-site presentations.

10. ONE ENVELOPE SYSTEM

A One Envelope system is employed.

11. COLLUSION, FRAUD AND CORRUPTION

Any effort by Bidder/s to influence evaluation, comparisons, or award decisions in any manner will result in the rejection and disqualification of the bidder concerned.

12. FRONTING

The NRF, in ensuring that bidders conduct themselves in an honest manner will, as part of the bid evaluation processes where applicable, conduct or initiate the necessary enquiries/investigations to determine the accuracy of the representation made in the bid documents. The onus is on the bidder to prove that fronting does not exist, should the National Research Foundation establish and notify the bidder of potential breaches of any of the fronting indicators as contained in the Department of Trade and Industry's "Guidelines on Complex Structures and Transactions and Fronting". Failure to do so within a period of 7 days from date of notification will invalidate the bid/contract and may also result in the restriction of the bidder to conduct business with the public sector for a period not exceeding 10 years, in addition to any other remedies the NRF may have against the bidder concerned.

13. DISCLAIMERS

The NRF has produced this document in good faith. The NRF, its agents, and its employees and associates do not warrant its accuracy or completeness. The NRF makes no representation, warranty, assurance, guarantee or endorsements to any provider/bidder concerning the document, whether with regard to its accuracy, completeness or otherwise and the NRF shall have no liability towards the responding service providers or any other party in connection therewith.

14. CANCELLATION OF THE RFQ PRIOR TO AWARD

Procurement not required: The NRF cancels the Bid Invitation prior to making an award if due to changed circumstances there is no need for the specified procurement in the document.

No acceptable bids: The NRF cancels the RFQ Invitation prior to making an award if it receives no acceptable bids i.e., that do not meet the minimum requirements set out in this document.

Invalid Bid Procedure: The NRF cancels the RFQ Invitation prior to making an award if a material irregularity

occurred in the bid process.

Insufficiency of Funds at date of Award: The NRF cancels the RFQ Invitation prior to making an award if the funds are no longer available to cover the total estimated contract value at the date of the evaluation.

INTRODUCTION, INTERDEPENDENCIES AND QUALIFICATION

INTRODUCTION TO THE NRF

The National Research Foundation Act, Act 23 of 1998, as amended, establishes the National Research Foundation (“NRF”) as the juristic person that makes this bid invitation and will contract with the awarded bidder. The Public Finance Management Act (PFMA) classifies the organisation as a Schedule 3A Public Entity.

The RFQ is for the Corporate Supply Chain unit that provides supply chain management oversight to all the business units of the NRF. It provides a shared services function across the NRF and largely draws its mandate from the PFMA and related regulations by ensuring that the NRF has and maintains effective, efficient, and transparent systems of supply chain management and proper internal controls.

The NRF business operations are technically diverse in terms of the scientific endeavour and geographically dispersed, resulting in a high degree of decentralisation of the organisation. NRF Supply Chain consists of the Corporate Supply Chain unit (governance and oversight) and 7 decentralised supply chain management departments at its business units, i.e.:

1. NRF Corporate - Pretoria
2. Research, Innovation and Impact Support and Advancement (RIISA) – Pretoria
3. South African Agency for Science and Technology Advancement (SAASTA) – Pretoria
4. South African Environmental Observation Network (SAEON) – Pretoria
5. South African Institute for Aquatic Biodiversity (SAIAB) – Makhanda
6. South African Radio Astronomy Observatory (SARAO) – Cape Town
7. South African Astronomy Observatory (SAAO) – Cape Town
8. iThemba Laboratory for Accelerator-based Sciences (iThemba LABS) – Cape Town

HIGH-LEVEL CONTEXT and SCOPE OF WORK

The NRF Corporate Supply Chain unit seeks to appoint a service provider to compile a detailed Standard Operating Procedures (SOPs) for all supply chain processes of the organisation aligned to current approved supply chain policies, guidelines and supply chain delegations. All SOPs should be incorporated into a supply chain manual to be designed by the service provider. The completed and approved supply chain manual must be handed over to the NRF

It must contain a suite of all relevant supply chain sources, as a reference to enable staff to discharge their respective responsibilities within the NRF supply chain process.

Standards:

Details of standards and/or expectations are provided in Annexure B: Standards addressing:

- Editing
- Footnoting
- Glossary of terms
- Hyperlinks
- Index
- Template

Progress and Review Meetings:

Bi-weekly progress meetings will be held between the successful bidder and NRF representative(s) virtually via video conferencing (dates to be confirmed upon appointment). Physical meetings at the NRF premises (Pretoria) will be required, upon request by the NRF representative. Engagement meetings will be scheduled virtually between the successful bidder, NRF representative and each of the business units, to obtain the necessary information.

All current documentation on the progress shall be shared with the NRF Representative for review and comment.

Final acceptance of the deliverables will be done by the NRF Representative in writing.

CONTRACT PERIOD

The assignment commences a week after appointment and ends once a completion letter is issued to the service provider from the NRF. The period is further subject to budget availability, insourcing and/or expiration of the period of 12 months, unless extended in writing.

QUALIFICATION (ELIGIBILITY) CRITERIA

The bidder must have experience in similar projects in providing Standard Operating Procedures (i.e. supply chain/ financial management processes) with a minimum of two (2) other public sector entities.

The bidder must include an example of at least two (2) extracts from different categories of Standard Operating Procedures for supply chain/ financial management processes, with related visual process flows.

The bidders must provide the teams composition, listing the team members who will be involved in this project including identifying the roles and responsibilities for the lead, technical writer, and reviewer(s).

The bidder's proposed team members shall have the relevant academic qualification (minimum NQF level 7 or higher Bachelor's degree or equivalent) in the related field, with a minimum of 10 year's experience and registered with a professional accounting body, Chartered Institute of Management Accountants (CIMA).

The bidder should have and demonstrate extensive knowledge of the PFMA, National Treasury Regulations, Public Procurement Act, financial processes and flowcharting skills.

The bidder must provide a execution plan to enable the completion of the deliverables within the set timeline.

The bidder must include at least two (2) written contactable reference letters or a client list with contact details for whom the bidder has completed similar work/ service within the last thirty-six (36) months.

INTERDEPENDENCIES

The following approved internal documents will be provided to the successful service provider and must be incorporated into the Supply Chain Manual as well. All Standard Operating Procedures compiled by the service provider must align to these documents. The guideline(s) may potentially be replaced by the Standard Operating Procedures as compiled by the appointed service provider.

1. NRF Supply Chain Management Policy
2. NRF Travel Policy
3. NRF Delegation of Supply Chain Management Authorities Policy and related tables
4. NRF Draft Preferential Procurement Policy
5. NRF SCM Internal Service Agreement (ISA) and Guideline Turnaround Times
6. NRF Delegation of Operational Authorities
7. NRF Consolidated Delegation of Powers of Authority

SPECIFICATIONS FOR THE REQUIRED PROCUREMENT

The required product is a full financial bundle, including the following documents and Standard Operating Procedures (with flowcharts), noting that the list is not exhaustive.

Draft Table of Contents of the Supply Chain Management Policies and Procedures Manual:

1. Foreword
2. List of Abbreviations
3. Introduction, including background, purpose and objective of the manual, access to the manual, departures from the manual.
4. Supply Chain Governance: Legal Framework, including: NRF Act, PFMA, Treasury Regulations, Public Procurement Act.
5. Supply Chain Management Responsibilities
6. Supply Chain Management Policies
7. Supply Chain Management administration and records, including overview of supply chain department, functions of the supply chain departments, specific functions within the supply chain departments, delegation of powers, finance systems and documents, risk management, control environment and process flowcharts.
8. Demand Management
9. Management of inventories
10. Management of Fixed Assets, including disposals
11. Reporting requirements, including quarterly reporting, yearly and monthly procedures, events after the reporting date, adjustments and correction of errors.
12. Risk management, auditing, and other oversight arrangements.
13. Compliance
14. Document Control and Record Keeping

Standard Operating Procedures, to be included in the Supply Chain Management Policy and Procedures manual, must

be compiled by the service provider for all supply chain processes, including, but not limited to, the following broad categories:

1. Procurement Procedures including Preferential Procurement, Approval Committees
2. Demand and Supply Management
3. Supplier and Contracts Management
4. Quality Assurance and Control
5. Risk and Compliance Management
6. Performance Monitoring and Reporting
7. Technology and Systems Interface
8. Travel Procedures
9. Training and Communication

Standard Operating Procedures must be documented in narrative form in Microsoft Word as well as in visual form, i.e. in the form of a flowchart through an application, for example Visio. Each SOP must be linked to an SOP number with version control embedded.

The project includes a professional design of the training manual as well as for individual Standard Operating Procedure documents. The template designs must be approved by the NRF before finalising the training manual and the related SOP documents. The template designs must be provided to the NRF in editable format for future use and update by the NRF, including any associated source data/information.

The complete Supply Chain Manual as well as individual SOP documents with flowcharts must be provided to the NRF in electronic format.

Electronic bid documents for evaluation and contract signing	1
---	----------

RETURNABLE DOCUMENTS REQUIRED

The bidder is to complete this table and to supply the necessary page references to the supporting documentation.

Legislative and Technical Documents	Compliance - Go/No Go		
Administrative Returnable documents	Submitted by bidder	NRF Meets Specification Minimum	Bid Section/s Reference
Procurement Invitation (SBD 1), signed and completed.	M	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Bidder's Disclosure (SBD 4), signed and completed.	M	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Preference Points Claimed (SBD 6.1), signed and completed supporting B-BBEE certificate or Affidavit	O	<input type="checkbox"/> Yes <input type="checkbox"/> No		

A bidder failing to adequately provide any of the mandatory documents is automatically disqualified.				
Legislative and Technical Documents	Compliance - Go/No Go			
Technical evaluation criteria	Submitted by bidder	NRF Meets Specification Minimum	Bid Section/s Reference	
Evidence of at least two (2) similar projects in providing Standard Operating Procedures (i.e. supply chain processes) at two public sector entities.	M	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Extracts of at least two (2) Standard Operating Procedures previously compiled by the bidder.	M	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Team composition with a list of team members who will be involved in this project including identifying the roles and responsibilities for the lead, technical writer, and reviewer(s).	M	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Evidence for the proposed team with the relevant academic qualification (minimum NQF level 7 or higher Bachelor's degree or equivalent) in related field with a minimum of 10 year's experience and registered with a professional accounting body, Chartered Institute of Management Accountants (CIMA).	M	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Evidence of knowledge and experience in the PFMA, National Treasury regulations, Public Procurement Act, financial processes and flowcharting skills.	M	<input type="checkbox"/> Yes <input type="checkbox"/> No		

A well-designed and achievable execution plan.	M	<input type="checkbox"/> Yes <input type="checkbox"/> No		
At least two (2) written contactable reference letters or a client list with contact details for whom the bidder has completed similar work/ service within the last thirty-six (36) months.	M	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Pricing				
Pricing schedule (SBD 3.1)	M	<input type="checkbox"/> Yes <input type="checkbox"/> No		

SBD 3.1: PRICING DETAIL	
<u>Pricing Special Conditions</u>	
1	<u>Pricing Schedule:</u> In terms of <u>General Conditions of contract clause 17.1</u> , the price schedule remains unchanged for the duration of the contract with the NRF accepting no changes, extensions, or additional ad hoc costs to the pricing conditions of the contract with the exception of any price adjustments authorised in the Special Conditions of Contract for pricing set out below:
2	<u>Firm Quantities over the Contract Period:</u> The NRF states what firm quantities are required during the current period. The NRF determines the time of delivery during the contract period.
3	<u>Estimated quantities over the Contract Period:</u> The NRF may require further quantities during the current contract period for the reason of future operational requirements where the quantities and timing are not yet known at the date of bid.
4	<u>Ceiling Price Calculation:</u> For bidding purposes and to establish the contract ceiling price, the NRF provides estimated quantities of what its requirements and estimated timing during the contract period for bidders to establish their pricing.
5	<u>Commitment to Contracted Service Provider:</u> The NRF does not provide guarantees or commitments that it will order this entire amount during the contract's life. The NRF, through the signed contract, guarantees its procurement of the specified goods and/or services is from the contracted party only. The NRF, when issuing the written purchase order, guarantees that the funding is available . and/or with the actual quantity and time of delivery being determined when such quantities are needed..
6	<u>Commitment of funding to the Contract:</u> The NRF, when issuing the written purchase order under the contract , guarantees that the funding is available for that purchase order.
7	<u>Placement of written purchase orders for actual quantities ordered:</u> The NRF manages the execution of this contract through the issue of written purchase orders – stipulating quantity, description, delivery date, and the unit price as set out in this contract - for the contracted supplies.
8	<u>Price Adjustments:</u> In terms of <u>General Conditions of Contract clause 17.1</u> , the price adjustments with the rules for application are set out below as special conditions of <u>Contract Clause 17.1</u> . <u>Price adjustments and their corresponding rules are for the management of price risks on the basis of the</u>

SBD 3.1: PRICING DETAIL

	<u>NRF and the contracted bidder sharing the risk equally.</u>
9	<u>Price quoted</u> is South African Rands in terms of General Conditions of contract clause 16.4
10	<u>Price Basis</u> Price quoted is fully inclusive of all costs including delivery to the specified NRF price delivery point and includes value- added tax, income tax, unemployment insurance fund contributions, and skills development levies in terms of General Conditions of contract clauses 12, 32.1, and 32.2.
11	<u>Price Delivery Point:</u> In cases where different delivery points influence the pricing, the bidder submits a separate pricing schedule for each delivery point. Delivery points are: NRF Offices, Meiring Naudé Rd, Scientia 627-Jr, Pretoria, 0184
12	<u>Detail Pricing Support:</u> Detailed information e.g. costed bill of quantities is optional where not stated in the price schedule below and is provided as an annexure to the details included in this SBD 3
13	<u>Application of Preference Points:</u> Pricing is subject to the addition of Preference Points as stipulated below - Standard Bidding Document 6.1 Preference claim form.

PRICING SCHEDULE (SBD 3.1)

	DESCRIPTION	UNIT OF MEASURE	QTY	UNIT PRICE (inc. VAT)	15% VAT (if applicable)	TOTAL PRICE (inc. VAT)
1	Policies Review, Planning and engagement meetings	Item	1			
2	Sourcing information for the Supply Chain Manual	Item	1			
3	SOP Procurement Procedures	Item	1			
4	SOP Demand and Supply Management	Item	1			
5	SOP Supplier and Contracts Management	Item	1			
6	SOP Quality Assurance and Control	Item	1			
7	SOP Risk and Compliance Management	Item	1			
8	SOP Performance Monitoring and Reporting	Item	1			
9	SOP Technology and Systems Interface	Item	1			

PRICING SCHEDULE (SBD 3.1)

	DESCRIPTION	UNIT OF MEASURE	QTY	UNIT PRICE (inc. VAT)	15% VAT (if applicable)	TOTAL PRICE (inc. VAT)
10	SOP Travel Procedures	Item	1			
11	SOP Training and Communication	Item	1			
12	Policy Amendments: <i>[upon instruction from the NRF representative]</i>					
12.1	Supply Chain Management Policy	Item	1			
12.2	Travel Policy	Item	1			
12.3	Delegation of Supply Chain Management Authorities Policy and related tables	Item	1			
12.4	Preferential Procurement Policy	Item	1			
12.6	SCM Internal Service Agreement (ISA) and Guideline Turnaround Times	Item	1			
TOTAL CEILING PRICE (Including VAT)					R	

GENERAL CONDITIONS OF CONTRACT

The National Research Foundation cannot amend the National Treasury's General Conditions of Contract (GCC). The National Research Foundation therefore appends Special Conditions of Contract (SCC) providing specific information relevant to a GCC clause below the relevant GCC. The National Research Foundation has filed its General Conditions of Contract (GCC) on its website (<http://www.nrf.ac.za/procurement/General-Conditions-of-Contract>). These form part of this document's contract conditions. The NRF deems the bidder to have accessed and read the General Conditions of Contract. Whenever there is an unintended conflict, the provisions of the Special Conditions of Contract, listed below, shall prevail over the General Conditions of Contract.

In this document words in the singular also mean in the plural and vice versa, words in the masculine mean in the feminine and neuter, words "department" means organs of state inclusive of public entities and vice versa, and the words "will/should" mean "must".

Bidders are deemed to have read the General Conditions of Contract. Whenever there is an unintended conflict, the provisions of the Special Conditions of Contract shall prevail over the General Conditions of Contract.

SPECIAL CONDITIONS OF CONTRACT

- Implementation Planning and Project Management:** The contracted provider will arrange an initial meeting to determine delivery execution with the assigned NRF project team. Both parties will review the proposed project execution plan submitted with the bid and agree on the finalised timetable stating clearing commence date and

SPECIAL CONDITIONS OF CONTRACT

completion date of each stage of the implementation. Special conditions pertaining to project management are listed below (if applicable).

2 **Performance verification:** In terms of GCC Clause 16 read with the SCC Clause 16.2A, the NRF appointed contract manager or agent verifies that the performance of this contract in terms of services, delivery service, goods, labour and any other element specified in this contract is at the contracted performance level and/or the goods meet the contracted specifications with the represented of the contracted provider. Both parties verify this through signing the verification documentation. Both parties, at this time, agree on quantity, unit cost and total value on the same signed document.

3 **Software Maintenance Service:** The contracted provider, during any paid software maintenance service term, provides software maintenance service for the licensed program(s) which consist of delivering subsequent releases of the program, if any; exerting reasonable efforts to both (a) provide, within a reasonable time, workarounds for any material programming errors in the current release of the program that are directly attributable to the contract provider, and (b) correct such errors in the next available release, provided the NRF provides the contract provider with sufficient information to identify the errors. The NRF, during the same paid software maintenance service term, is entitled to receive technical support for the current release. Technical support means assistance by telephone, fax, electronic mail, and any digital communication methods with the installation and/or use of the then-current release of the licensed program, including all available bug fixes and patches, and their interaction with the supported hardware and operating systems ("Platforms").

4 **Contracted Party Due Diligence:** The NRF has the right to conduct supply chain due diligence including site visits and inspections at any time during the contract period.

5 **Communication:** The contracted parties communicate in writing through mail, delivery, or email. The contracted party states the contract number and purchase order number, if the latter is applicable, on communication documentation. The contract party does not act upon any communication without the contract number or must verify such communication with the assigned NRF contract manager prior to acting upon it.

6 **Occupational Health and Safety when working on NRF sites:** All personnel performing work on NRF site/s as part of this contract are responsible to obtain safety induction.

Over and above the obligations provided by the Occupational Health and Safety Act (OHS Act No 85 of 1993 and its Regulations, known as 'the Act'), the contracted party meets with all relevant health and safety instructions as given to them by site safety personnel, where relevant. Personal protection equipment including closed safety shoes, hard hats, height safety equipment, and high visibility vests are worn at all times while on the work site. All personnel are to obey the relevant instructions, including signage, related to restricted access and speed limits on all sites.

The contracted party, once signing the contract (SBD 7.1 or SBD 7.2), is responsible for itself, its employees, and those people affected by its operations in terms of the Act the regulations promulgated in terms thereof. The contracted party performs all work and uses equipment on site complying with the provisions of the Act.

To this end, the contracted party shall make available to the NRF on the valid Letter of Good Standing in terms of the COID Act and ensures its validity does not expire while executing this bid, where applicable. The contracted party furnishes its registration number with the office of the Compensation Commissioner. The contracted party enters into a Section 37.2 agreement in terms of Occupational Health and Safety Act (OHS Act No 85 of 1993 and its Regulations) that the NRF drafts.

The contracted party maintains a health and safety plan complying with the requirements of The Act at the work site during the period that contracted work takes place on the site.

SPECIAL CONDITIONS OF CONTRACT

The NRF manages the contracted party in his capacity for the execution of this contract to meet the provisions of the said Act and the regulations promulgated in terms thereof. The contracted party accepts liability for any contraventions to the Act. Each member of the contracted party's team (including sub-contracted personnel), submit a signed indemnity form prior to entering the work site and kept in the contracted party's health and safety file.

MANAGEMENT OF PERFORMANCE LEVELS

1. The Performance Levels are in the table below. The NRF measures the contracted bidder's performance against these in the execution of the contract.
3. The contracted bidder recognises that its failure to meet the performance levels has material adverse impact on the operations of NRF and that the damage from the contracted bidder's failure to meet any performance level is not susceptible to precise determination.
4. The NRF excuses the contracted bidder from failing to comply with the performance levels to the extent that non-performance or delayed performance is solely and directly attributable to an act or omission of the NRF or its staff or circumstances of force majeure as referred to in this Agreement.
5. If the contracted bidder fails to meet any performance level:
 - a) The contracted bidder and the NRF shall jointly investigate and report on the root causes of the performance level failure;
 - b) The contracted bidder shall promptly correct the failure and begin meeting the set performance levels;
 - c) The contracted bidder shall advise the NRF as and to the extent requested by the NRF of the status of remedial efforts being undertaken with respect to such performance level failure; and
 - d) The contracted bidder shall take preventive measures to prevent the recurrence of the performance level failure.
6. Both parties are responsible for monitoring and measuring the performance of the contracted bidder against the performance levels set in this document. The NRF deems failure by the contracted bidder to measure performance with respect the contract specifications for any measurement period as a failure to meet the stipulated performance levels.

PERFORMANCE LEVELS

Service/Goods being Measured	Measurement Methodology	Penalty
------------------------------	-------------------------	---------

Agreed Milestones dates for each deliverable	as per the agreed milestone dates	Penalties are calculated at a % per working day of delay commencing from one month after the completion iteration date (y-date), which is designated the z-date (y-date plus one month). The % is calculated on the total contract amount less any payment advances to date. The % is calculated at 1% per day after the first month (grace period) after z-date.
Approved Supply Chain Manual, including full suite of SOP documents	Final version for sign off by Head SCM submitted to the NRF as per agreed date	1% of contract price for each working day after agreed date up to a maximum of 10% of total contract price
Accuracy and completeness of Supply Chain Manual and related SOP documents	Incomplete list of documents included in the manual and/or incorrect/incomplete procedures listed in SOP document	Withholding payment until rectified and 1% of contract price for each working day after 30 June 2026 up to a maximum of 10% of total contract price

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

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.

SBD 4 – BIDDER’S DISCLOSURE

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 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:

In order to give effect to the above, the following questionnaire must be completed and submitted with this Bid:

- 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 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

SBD 4 – BIDDER'S DISCLOSURE

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.

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 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

PREFERENCE POINTS CLAIMED (SBD 6.1)

The Preference form must for 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

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.

PREFERENCE POINTS CLAIMED (SBD 6.1)

1. GENERAL CONDITIONS

1.1. The following preference point systems are applicable to invitation to tender:

1.1.1. the 80/20 system for requirements with a Rand value of up to R 50 000 000 (all applicable taxes included); and

1.1.2. The 90/10 system for requirements with a Rand value above R 50 000 000 (all applicable taxes included)

1.2. To be completed by the organ of state

1.2.1. 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:

1.3.1. Price; and

1.3.2. Specific Goals

1.4. To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

The maximum points for this bid are allocated as follows:	POINTS
PRICE	80
SPECIFIC GOALS	20
Total points for Price and Specific Goals must not exceed	100

1.4. 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.

1.5. 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

2.1. **“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;

2.2. **“price”** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;

2.3. **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;

PREFERENCE POINTS CLAIMED (SBD 6.1)

- 2.4. “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
- 2.5. “the Act” means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

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

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

Where

- P_s = Points scored for price of bid under consideration
 P_t = Price of bid under consideration
 P_{\min} = Price of lowest acceptable bid

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.

PREFERENCE POINTS CLAIMED (SBD 6.1)

(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.)

NRF WILL USE THE B-BBEE CERTIFICATE OF SWORN AFFIDAVIT FOR SPECIFIC GOALS

The specific goals allocated points in terms of this tender: B-BBEE level	Number of points allocated (90/10 system)	Number of points allocated (80/20 system)	Number of points claimed (90/10 system)	Number of points claimed (80/20 system) (To be completed by the tenderer)
1		20		
2		18		
3		14		
4		12		
5		8		
6		6		
7		4		
8		2		
Non-compliant contributor		0		

DECLARATION WITH REGARD TO COMPANY/FIRM

4.3. Name of company/firm

4.4. Company registration number:

4.5. Type of company/firm

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;

PREFERENCE POINTS CLAIMED (SBD 6.1)

- (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:

.....

BID SUBMISSION CERTIFICATE FORM - (SBD 1)

I hereby undertake to supply all or any of the goods, works, and services described in this procurement invitation to the NRF in accordance with the requirements and specifications stipulated in this Bid Invitation document at the price/s offered.

My offer remains binding upon me and open for acceptance by the NRF during the validity period indicated and calculated from the closing time of Bid Invitation.

The following documents are deemed to form and be read and construed as part of this offer / bid even where integrated in this document:

Invitation to Bid (SBD 1)	Specification(s) set out in this RFQ Invitation inclusive of any annexures thereto
Bidder's responses to this invitation as attached to this document	Pricing Schedule(s) (SBD3.1) including detailed schedules attached
Bidder's Disclosure (SBD4)	Preference (SBD 6.1) claims for specific goals.
General Conditions of Contract and special/additional conditions of contract as set out in this document	

BID SUBMISSION CERTIFICATE FORM - (SBD 1)

I confirm that I have satisfied myself as to the correctness and validity of my offer / bid in response to this Bid Invitation; that the price(s) and rate(s) offered cover all the goods, works and services specified in the Bid Invitation and cover all my obligations and I accept that any mistakes regarding price(s) and rate(s) and calculations will be at my own risk.

I accept full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on me in terms of this Bid Invitation as the principal liable for the due fulfilment of the subsequent contract if awarded to me.

I declare that I have had no participation in any collusive practices with any Bidder or any other person regarding this or any other Bid.

I certify that the information furnished in these declarations (SBD 3.1, SBD 4, SBD 6.1) is correct and I accept that the NRF may reject the Bid or act against me should these declarations prove to be false.

I confirm that I am duly authorised to sign this offer/ bid response.

NAME (PRINT)	
CAPACITY	
SIGNATURE	
WITNESS 1	
NAME	
SIGNATURE	

ANNEXURE A

ELECTRONIC BID SUBMISSION – GUIDELINE FOR BIDDERS

This document serves the purpose of providing the bidder with guidelines and prescripts on how to submit their bids to the NRF via e-mail.

Note (Single envelope): Ignore sections addressing a dual – envelope system.

Conditions for electronic submissions: This section does not apply to soft copies requested on manual submissions. It applies when email submissions are permitted. In circumstances where they are advisable, the business unit needs to ensure that they have appropriate controls and processes in place, such as:³

- Valid process of ensuring that bidder's electronic signatures comply with legislation such as The Electronic Communications and Transactions Act, 25 of 2002 (the ECT Act),
- System records exact time and date of submission in a manner that provides appropriate probity to stakeholders such as auditors,
- System to prevent unauthorised access and system to show if infringement,
- System of authorised persons to set / change dates for opening data received,
- System allows simultaneous communication,
- System of record-keeping meets legislative requirements such as The National Archives and Records Service of South Africa Act (Act. No. 43 of 1996, as amended).

1. PRESCRIPTS

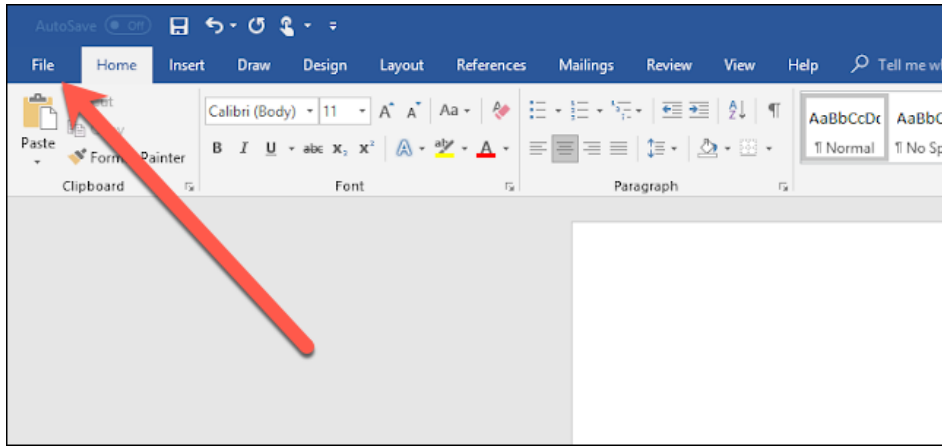
- All files must be submitted in pdf format unless otherwise stated.
- Pricing submission (including any SBDs where bidder's price is quoted) must be password protected and submitted as a separate file.
- **Two envelope system:** All bidders document must be submitted to the email address specified on the NRF bid document and however the password to the password protected pricing file must be submitted as a separate file and emailed as specified in the bid document.
- The NRF email size limit is 20MB, bidder must ensure that their submission is no bigger than this limit.
 - Your files must be Zipped to ensure that your submission is in line with the email size limit
- Timeline for submitting password to NRF
 - The password for pricing file must **not** be submitted before the bid closes.
 - The password may be submitted 1 minute after bid closure and no later than 2 days post bid closure. Failure to submit within 2 days may lead to bid being unable to be evaluated thus rendering them unresponsive.
- The subject of your email quote verbatim the bid name in the exact words provided in the NRF bid document.

2. GUIDELINES

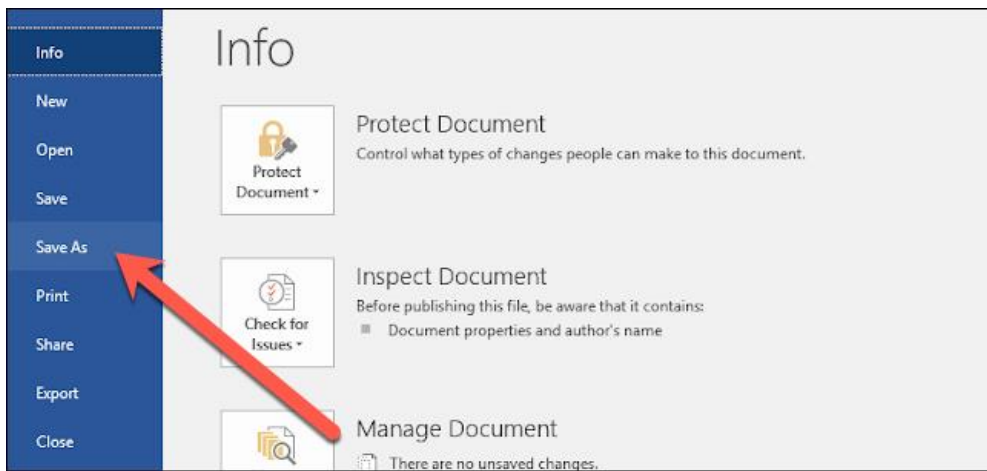
Converting to pdf

- If you have the desktop version of Microsoft Word, the easiest way to convert your document to PDF is right in Word itself.
- Open the document you want to convert, and then click the "File" tab.

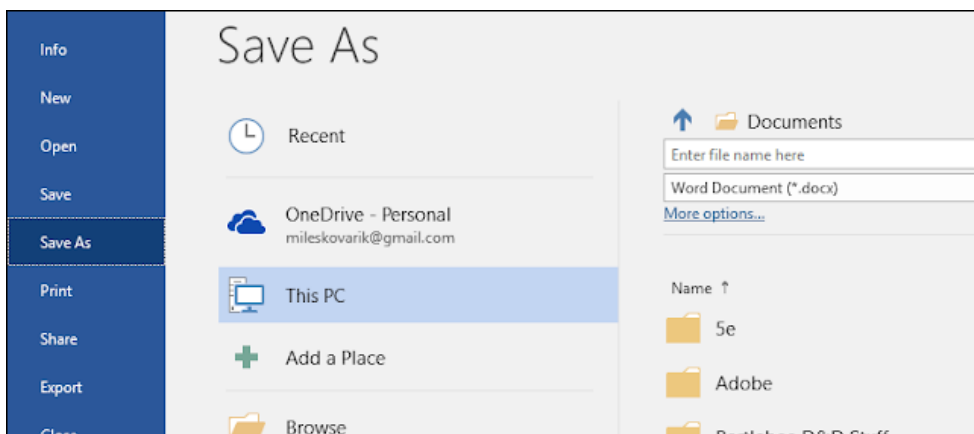
³ SANS 10845-1 paragraph 4.7



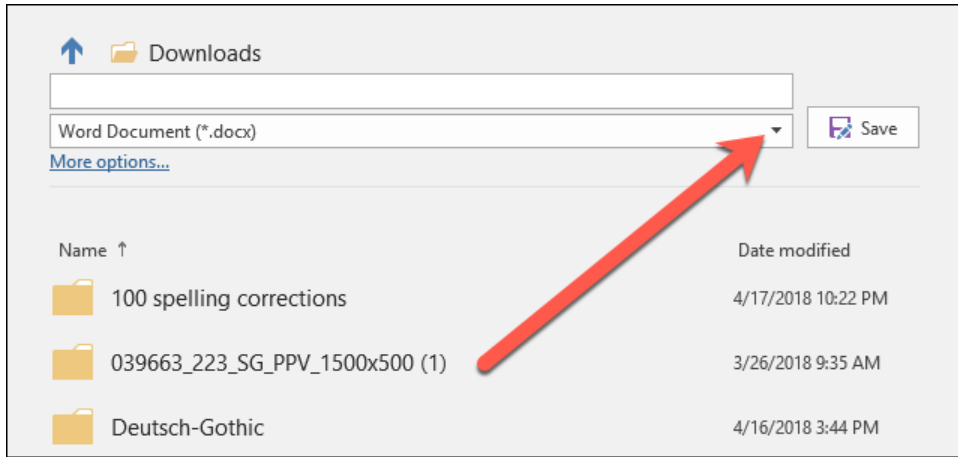
- On the backstage screen, select “Save As” from the list on the left.



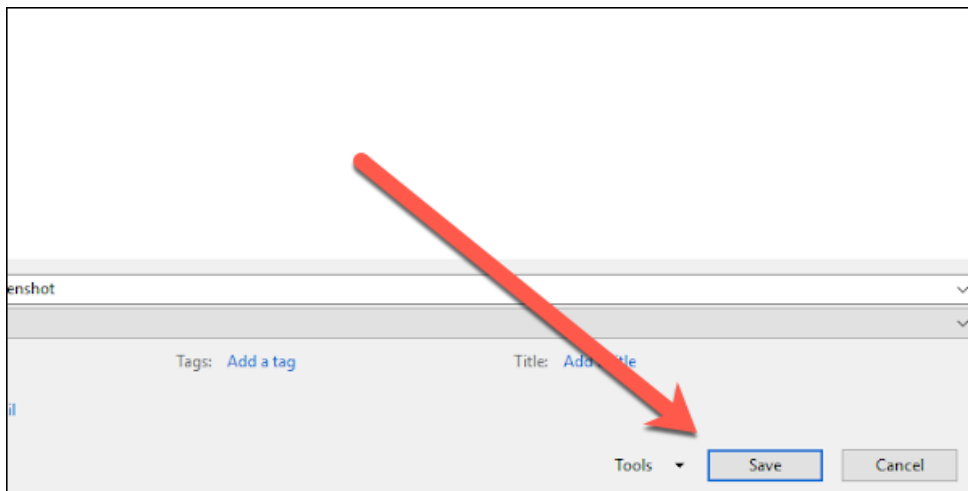
- On the Save As screen, select where you would like the PDF to be saved (OneDrive, This PC, a particular folder, or wherever).



- Next, click the dropdown arrow on the right side of the “Save as type” box, and select “PDF (*.pdf)” from the dropdown menu.



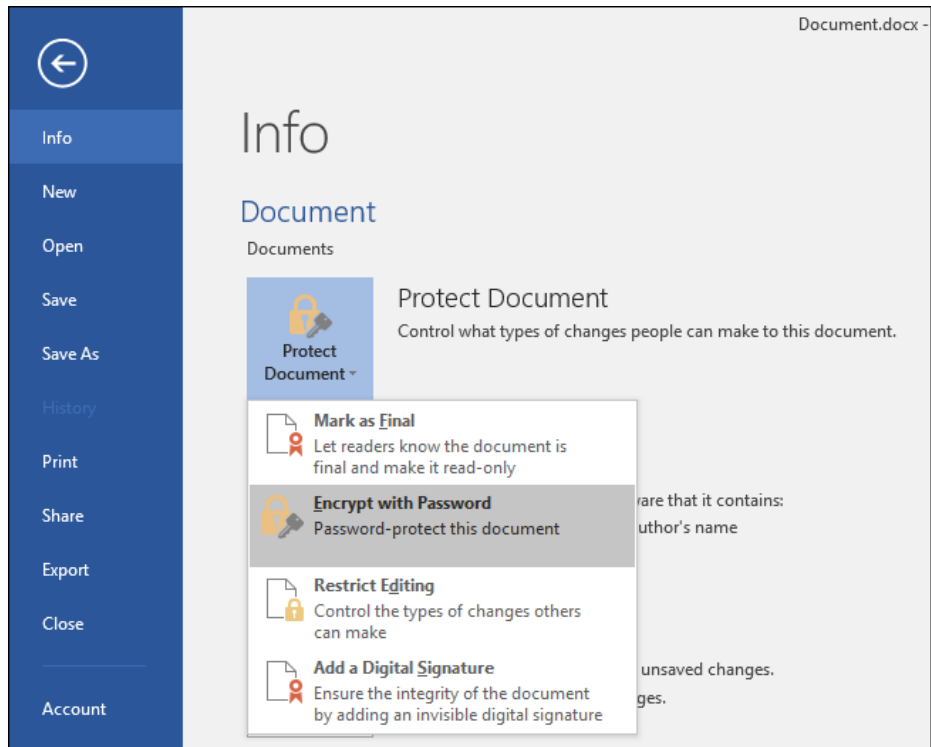
- If you want to, you can change the filename at this time. When you're ready, click the "Save" button.



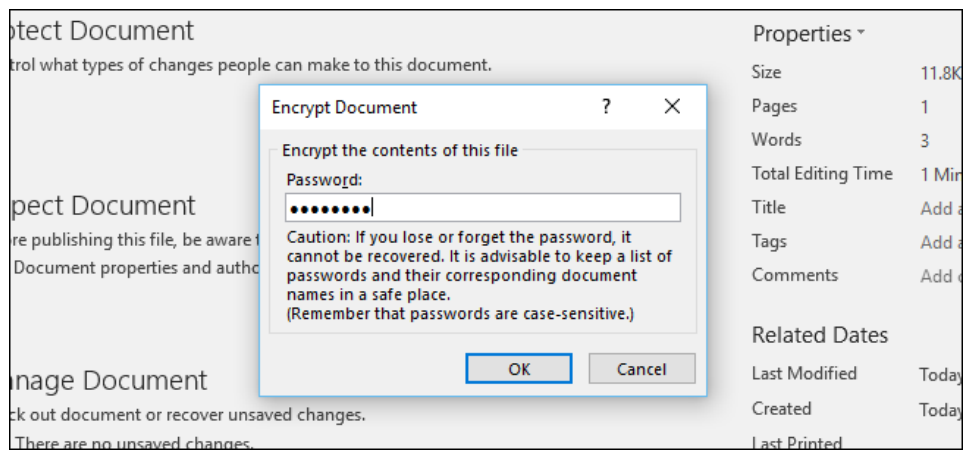
- After saving the PDF, you'll be returned to your Word document, and the new PDF will open automatically in your default PDF viewer.

Password protecting files

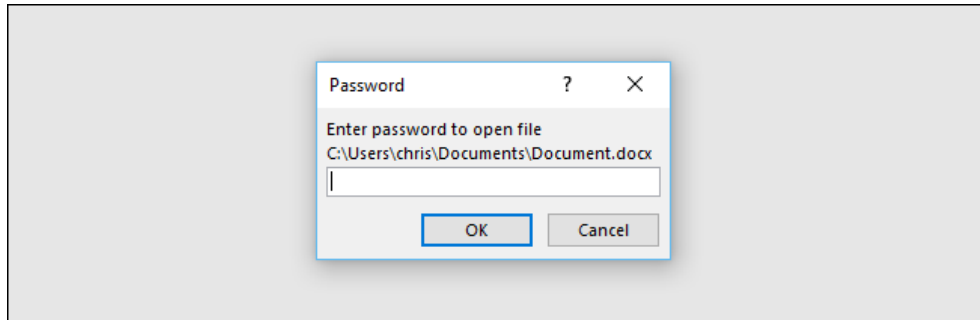
- To password protect an Office document, first open it in Word, Excel, PowerPoint, or Access. Click the "File" menu at the top-left corner of the screen. On the Info pane, click the "Protect Document" button and select "Encrypt with Password."
- The button is only named "Protect Document" in Microsoft Word, but it's named something similar in other apps. Look for "Protect Workbook" in Microsoft Excel and "Protect Presentation" in Microsoft PowerPoint. In Microsoft Access, you'll just see an "Encrypt with Password" button on the Info tab. The steps will otherwise work the same.
- NOTE: If you only want to restrict editing of the document, you can choose "Restrict Editing" here, but as we said, that is not very secure and can easily be bypassed. You're better off encrypting the entire document, if you can.



- Enter the password you want to encrypt the document with. You'll want to choose a good password here. Weak passwords can be easily guessed by cracking software if someone gains access to the document.
- **Warning:** You'll lose access to the document if you ever forget your password, so keep it safe! Microsoft advises you write down the name of the document and its password and keep it in a safe place.



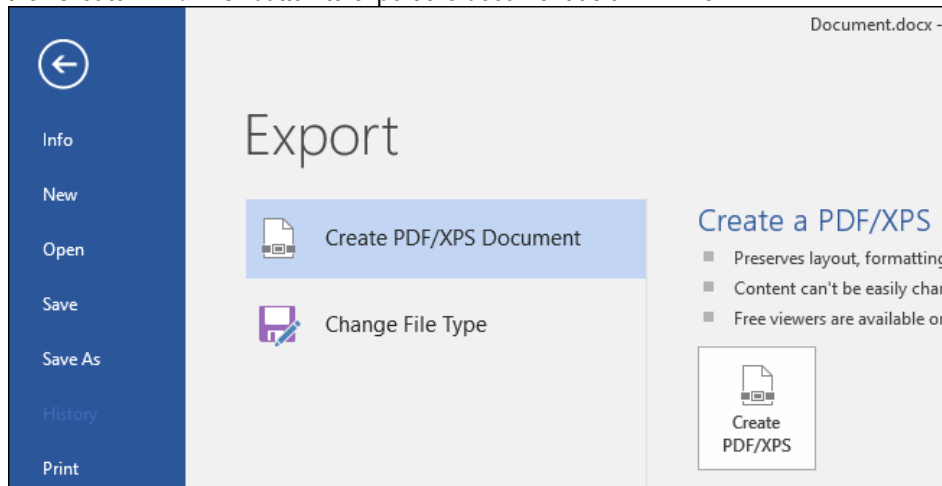
- When a document is encrypted, you'll see the "A password is required to open this document" message on the Info screen.
 - The next time you open the document, you'll see an "Enter password to open file" box. If you don't enter the correct password, you won't be able to view the document at all.



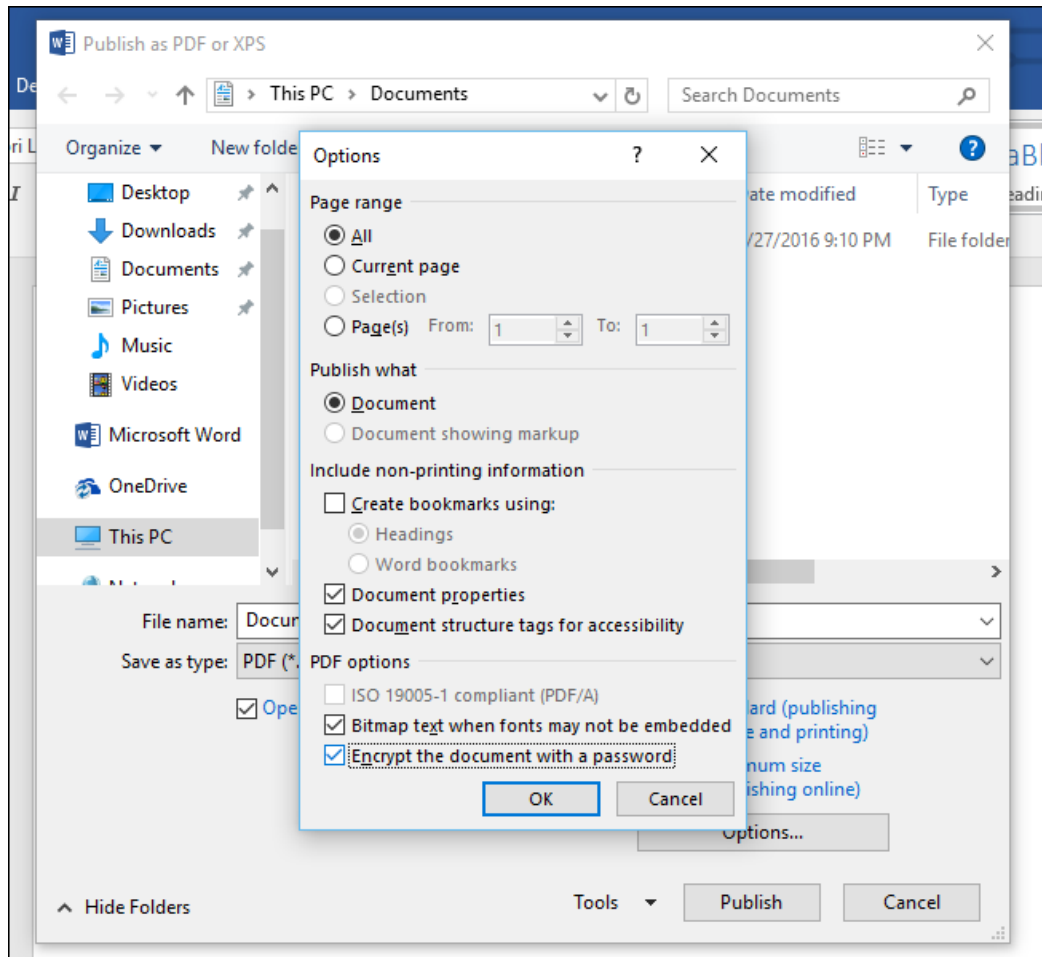
- To remove the password protection from a document, click the “Protect Document” button and select “Encrypt with Password” again. Enter a blank password and click “OK.” Office will remove the password from the document.

How to Create a Password Protected PDF File

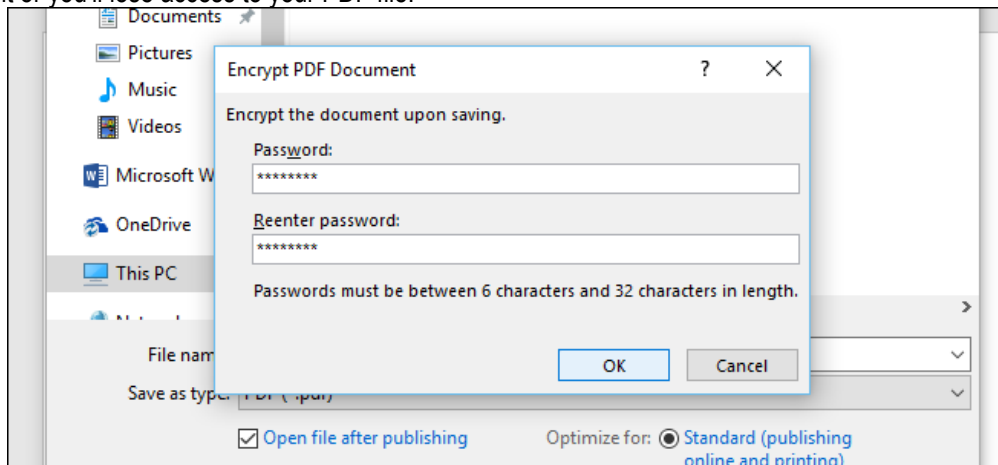
- You can also export an Office document to a PDF file and password protect that PDF file. The PDF document will be encrypted with the password you provide. This works in Microsoft Word but not Excel, for some reason.
- To do this, open the document in Microsoft Word, click the “File” menu button, and select “Export.” Click the “Create PDF/XPS” button to export the document as a PDF file.



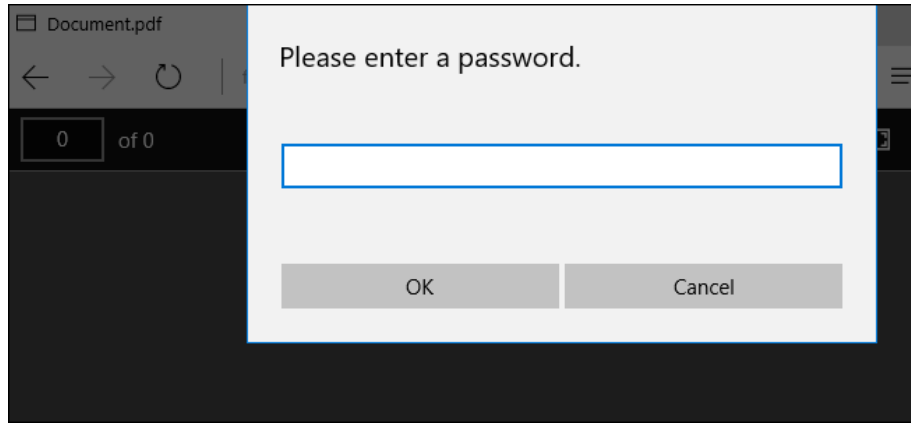
- Click the “Options” button at the bottom of the save dialog window that appears. At the bottom of the options window, enable the “Encrypt the document with a password” option and click “OK.”



- Enter the password you want to encrypt the PDF file with and then click “OK.”
- When you’re done, enter a name for the PDF file and click the “Publish” button. Office will export the document to a password-protected PDF file.
- **Warning:** You won’t be able to view the PDF file if you forget the password. Be sure to keep track of it or you’ll lose access to your PDF file.



- You’ll have to enter the PDF file’s password when you open it. For example, if you open the PDF file in Microsoft Edge—Windows 10’s default PDF viewer—you’ll be asked to enter the password before you can view it. This also works in other PDF readers.



Zipping your files.

- Put all the files into a new folder
- Right-click on the folder to be sent
- Select "Send To" and then click "Compressed (Zipped) folder"
- The files will start compressing
- After the compression process is complete, attach the compressed file with the extension .zip to your email.

Keeping passwords safe.

We recommend that you store the password either as a note on a hardcopy document which is then filed or stored safely or a softcopy that is saved in the bid response folder once the bid has been submitted or in line with your document management policy.

ANNEXURE B

STANDARDS

Standards/expectations defaults, unless agreed otherwise, include:

Editing

Standard reasonably accepted for a public entity guideline in line with the NRF's existing guidelines. A professional academic editor is not required.

Footnoting

Bottom of each page

Glossary of terms

Sources of definitions to be provided, including page number if readily available.

References

Harvard University's referencing methodology

Hyperlinks

Table of contents

Index

A indicative guide in terms of the level of detail and length of the index is that Sue Arrowsmith's *Law of Public and Utilities Procurement*. The 2014 Third edition, Volume 1 has about 40 pages of indexing for a book length of about 1400 pages suggesting a heuristic of up to 30 pages for a 900 page guideline.

Table of contents

Four levels for the extensive guideline and one level for the condensed guideline

Template

NRF's SCM guideline template which contains colours, fonts, font sizes, colours, cover page and so on, unless agreed to otherwise in writing. Copy available upon request. The successful bidder will be provided with the NRF's *Competitive Dialogue* guide to demonstrate the use of the template.