



**National  
Research  
Foundation**

## **REQUEST FOR QUOTATION**

**YOU ARE HEREBY INVITED TO SUBMIT A PROPOSAL FOR REQUIREMENTS LISTED IN THIS  
DOCUMENT**

**RFP Number: NRF/SCM 12/2025-26**

**BID INVITATION: PROCUREMENT OF INNOVATION INTERNATIONAL BEST PRACTICE GUIDELINE**

<b>BID INVITATION (SBD SECTION 1A)</b>	
<b>RFP Number</b>	<b>NRF/SCM 12/2025-26</b>
<b>Closing date and time (as per NRF systems)</b>	3 <sup>rd</sup> October 2025 at 11:00am.
<b>Voluntary Briefing session (virtual)</b>	No briefing session scheduled. A briefing session may be arranged if requested upon good cause.
<b>RESPONSE DETAILS</b>	
<b>ELECTRONIC SUBMISSION TO:</b>  <a href="mailto:bids@nrf.ac.za">bids@nrf.ac.za</a>  Emailed PDF file name format is "Bid Number / Supplier Name" Refer <b>Annexure A</b> for guidance on electronic submissions.	<b>ONE ENVELOPE APPROACH:</b>  This is a <b>One</b> Envelope approach, namely the price and quality can be submitted simultaneously in one document.
<b>Procedural and Technical enquiries may be directed in writing to</b>	
Section	Supply Chain Management
Contact person	Vuyelwa Vabaza
E-mail address	vuyelwa.vabaza@nrf.ac.za
<b>OBJECTIVES AND SYNOPSIS</b>	
<p><b>1. Context</b></p> <p>The NRF through its international procurement of innovation conferences, has launched an expectation that the NRF will catalyse new initiatives by pioneering world class support for the procurement of innovation nationally and beyond.</p> <p><b>2. Objective</b></p> <p>The next step is to assess best practices for procurement of innovation to:</p> <ul style="list-style-type: none"> <li>- Provide the requisite depth and breadth of competence in procurement; and</li> <li>- Provide catalytic procurement mechanisms to procure quicker, more economically and effectively.</li> </ul> <p><b>3. Scope of Work</b></p> <p><b>3.1 <u>Best Practice for Procurement of Innovation</u></b></p> <ul style="list-style-type: none"> <li>- Implementation Plan</li> </ul> <p>Develop an implementation plan including a pilot phase to deliver and provide Innovation for procurement best practice services, utilising a research/ tertiary institution as a primary implementor for the NRF.</p> <ul style="list-style-type: none"> <li>- Baseline Assessment:</li> </ul> <p>Conduct a market analysis (local and international engagements) to prepare a baseline assessment of what is</p>	

currently in the industry for procurement of Innovation best practices, but this is not limited.

- Procurement Innovation Ecosystem Networks and Partnerships:

Establish and engage strategic key network partnerships or Institutions who specialises in procurement of innovation or procuring innovative solutions, etc. that are based locally and internationally (via video conferencing).

Based on the engagement findings, local and international travel will be required to obtain in-depth knowledge or transfer thereof for procurement of Innovation best practices, etc. *(Note: If required, traveling time will be considered part of the overall assignment cost. Actual travel expenditure will be borne by the NRF, subject to the NRF travel policy.)*

- Benchmarking Report:

Provide a consolidated report (with additional information/inputs provided by the NRF) on Innovation of procurement best practices including proposed organisational structures to deliver these services as a primary implementor, legal entity and delivery strategy to satisfy the needs of the public or private institutions.

- Framework and Guideline Documents (Pilot Phase)

Develop Procurement of Innovation Processes framework based on findings and best practices to fast-track innovation.

Provision for an Innovation of Procurement Best Practices Guideline.

### 3.2 Digital Transformation in Procurement

- Baseline Assessment:

Conduct a market analysis on strategic implementation of digital transformation technology system tools in procurement, such as Artificial Intelligence (AI), Machine Learning (ML) and e-procurement software, to automate manual procurement tasks across the entire procurement lifecycle for the NRF and public institutions.

- Benchmarking Report:

Provide a preliminary report/ discussion paper (green paper) on the application of digital transformation tools in procurement for the NRF and other industries, outlining the proposed solutions, approaches, policy, etc.

Provide a digital transformation in procurement technology roadmap for the NRF.

All reports must be provided in MS Word employing NRF's guideline template which includes relevant stylistic guidance. No text boxes to be employed. All materials and research information produced shall remain the property of the NRF.

### 3.3 Milestones

The milestones for the Best Practice for Procurement of Innovation and Digital Transformation in Procurement reports are as follows:

Milestones	Best Practice for Procurement of Innovation	Digital Transformation in Procurement
First Iteration/ deliverables (as per sections 3.1 & 3.2)	28 November 2025	28 November 2025
Second Iteration/ deliverables (as per sections 3.1 & 3.2)	30 January 2026	30 January 2026
Third Iteration/ deliverables (as per sections 3.1 & 3.2)	27 March 2026	27 February 2026
Final Iteration/ deliverables (as per sections 3.1 & 3.2)	29 May 2026	29 May 2026

Any changes to the milestone dates specified above shall be subject to prior written approval by the designated NRF representative and will be formally communicated accordingly.

## **Standards**

Details of standards and/or expectations are provided in [Annexure C: Standards](#) addressing:

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

## **Framework**

The sections of the guideline may include, where applicable:

- Cover
- Title page
- Table of contents
- Details of the NRF
- Foreword (NRF's Group Executive: Finance & Supply Chain / CFO)
- Message to the reader (from the authors), which may include context, details of authors, copyright, publisher (NRF) and date of publication, acknowledgements (inc. photo and figure credits)
- Table of case studies
- Table of figures
- Content
- Glossary of terms
- References
- Index (comprehensive)
- Blurb (closing cover, including summary of contents of book)

## **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.

Monthly interim review of milestones will be required to assess the progress of the deliverables. 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.

## **Method and/or Contract type**

This micro-procurement aims to maximise value for money (economy, effectiveness and efficiency) and as such is designed to ensure competitive cost-effective quality and to award for the highest quality (points) available for a fixed price. The following overall method employed is Fixed Price, Highest Technical Rated (*FPHTR*) broken down as follows:

- **Qualification:** Minimum threshold eligibility criteria are set; necessitating that only qualifying candidates who meet the minimum threshold, namely have achieved 100% will progress to the next round of scoring. Refer to [Annexure B: Table A](#). Such bidders then progress to B-BBEE scoring.
- **Highest quality:** Qualifying bidders then progress to the next round of scoring to determine which bidder has the highest quality determined from the score from information provided by the bidder in [Annexure B: Table B](#),

- **Fixed price:** The contract is limited to a ceiling price and is limited to the fixed price reflected **SBD 3.1 Pricing** which is pre-populated, namely bidders do not populate SBD3.1.

SUPPLIER INFORMATION					
<b>Name Of Bidder</b>					
<b>Postal Address</b>					
<b>Street Address</b>					
<b>Telephone Number</b>					
Code		Number			
<b>Cell Phone Number</b>					
Code		Number			
<b>Facsimile Number</b>					
Code		Number			
<b>E-Mail Address</b>					
<b>VAT Registration Number</b>					
<b>Tax Compliance Status</b>	Tax Compliance System PIN			Central Supplier Database No.	MAAA
<b>B-BBEE Status Level Verification Certificate</b>		Tick Applicable Box. <input type="checkbox"/> Yes <input type="checkbox"/> No		<b>B-BBEE Status Level Sworn Affidavit</b>	Tick Applicable Box. <input type="checkbox"/> Yes <input type="checkbox"/> No

## SUPPLIER INFORMATION

**[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?**

☐ Yes ☐ No  
[If yes enclose proof]

**Are you a foreign-based supplier for the goods/services/ works offered?**

☐ Yes ☐ 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 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 and the Preferential Procurement Regulations, 2022, 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).

### 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.

## TERMS AND CONDITIONS FOR BIDDING (SBD 1 SECTION B)

2.3	Application for tax compliance status (TCS) pin may be made via e-Filing through the SARS website <a href="http://www.sars.gov.za">www.sars.gov.za</a> .
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	90 days
5. BRIEFING SESSION OR SITE VISIT DETAILS:	N/A
6. THE BIDDING SELECTION PROCESS	
<p><b><u>Stage 1 – Compliance to submission requirements</u></b></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 specifications as set out in this document.</p>	
<p><b><u>Stage 2 – Evaluation of Bids against Technical Specifications</u></b></p> <p>The NRF evaluates each bidder's written response to the specifications issued in accordance to published evaluation criteria set out in this document.</p>	
<p><b><u>Stage 2A – Due Diligence Interviews or Proof of Delivery/Concept against Specifications</u></b></p> <p>The NRF <i>may</i> conduct interviews and/or require presentations with shortlisted bidders for them to present further information or provide further proof to the evaluation committee. In these cases, the National Research Foundation provides the areas of concern to the short listed bidders to address in their presentations with this document and, where necessary, may provide <i>further</i> areas of concern to the short listed bidders at this stage.</p>	
<p><b><u>Stage 2B – Due Diligence Research</u></b></p> <p>In the event that the National Research Foundation requires additional corroboration, it may request reference letters and/or examples of work.</p>	
<p><b><u>Stage 3 – Highest Score</u></b></p> <p><u>Basis of fair competition:</u></p>	

## TERMS AND CONDITIONS FOR BIDDING (SBD 1 SECTION B)

The NRF compares each bidder's points on an equal and fair comparison basis equitable to all bidders, taking into account all aspects of the bid's requirements.

### Ranking of the bidders scoring

Refer *FPHTR (Fixed Price Highest Technical Rated)* scoring method in the *Objectives and Synopsis* section above.

### 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 application.

### Stage 5 – Award and Contract Signing

The NRF appoints the bidder, with the highest combined score, for the contract award, subject to the bidder having supplied the relevant administrative documentation.

## **7. 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.

## **8. CENTRAL SUPPLIER DATABASE REGISTRATION**

If not registered, 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.

## **9. 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.

## **10. 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.



<b>11. ONE ENVELOPE SYSTEM</b>	
A <u>One</u> Envelope system is employed.	
<b>12. COLLUSION, FRAUD AND CORRUPTION</b>	
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.	
<b>13. FRONTING</b>	
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.	
<b>14. DISCLAIMERS</b>	
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.	
<b>15. CANCELLATION OF THE RFP PRIOR TO AWARD</b>	
	<b><u>Procurement not required:</u></b> The NRF cancels RFP Invitation prior to making an award if due to changed circumstances there is no need for the specified procurement in the document.
	<b><u>No acceptable bids:</u></b> The NRF cancels the RFP 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.
	<b><u>Invalid Bid Procedure:</u></b> The NRF cancels the RFP Invitation prior to making an award if a material irregularity occurred in the bid process.
	<b><u>Insufficiency of Funds at date of Award:</u></b> The NRF cancels the RFP 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, PERIOD, SCOPE OF WORK AND ELIGIBILITY

### INTRODUCTION TO THE NRF

The National Research Foundation 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 classifies the organisation as a Schedule 3A Public Entity.

### 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 a year, unless extended in writing.

### ELIGIBILITY

**Eligibility:** The bidder is to supply detailed responses, and where evident from the context, appropriate rationale/references as detailed in **Annexure B**.

### DETAILED SCOPE OF WORK

Refer *Objectives and Synopsis* section above for detailed scope of work.

### DOCUMENTS REQUIRED

Electronic bid documents for evaluation and contract signing	1
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Refer **Annexure A**.

### RETURNABLE DOCUMENTS REQUIRED

The bidder is to complete this table and to supply the necessary page references to the supporting documentation. **A bidder failing to adequately provide any of the mandatory documents is automatically disqualified.**

Legislative/Technical Documents	Compliance
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(M – Mandatory, O - Optional)

	<u>BIDDER</u>	<u>NRF</u>	Bid Section/s Reference	<u>BIDDER</u>
	Submitted	Meets Specification Minimum		Reference to Bidder's document
<b><u>Bidder Eligibility</u></b>				
Procurement Invitation (SBD 1), signed and completed.	<b>M</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	Section A
Bidder's Disclosure (SBD 4), signed and	<b>M</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	Other SBDS

(M – Mandatory, O - Optional)	<b>BIDDER</b>	<b>NRF</b>	<b>Bid Section/s</b>	<b>BIDDER</b>
	<b>Submitted</b>	<b>Meets Specification Minimum</b>	<b>Reference</b>	<b>Reference to Bidder's document</b>
completed.	<input type="checkbox"/> No	<input type="checkbox"/> No		
Preference Points (SBD 6.1), signed and completed.	<b>O</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	N/A	Other SBDS	
<b><u>Eligibility</u></b>				
Evidence that the bidder meets the requirements	<b>M</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	Eligibility section contained in <b>Annexure B</b>	
<b>Pricing</b>	<b>Compliance</b>			
Pricing (SBD 3.1) in this document is <b>not</b> to be completed as this is a fixed price contract	N/A	N/A	N/A	SBD 3.1 Pricing Schedule below.

<b>SBD 3.1: PRICING</b>	
<b><u>Pricing Special Conditions</u></b>	
1	<b><u>Fixed price:</u></b> The fixed price is contained below in the Pricing Schedule (SBD 3.1). This excludes costs which are for the NRF's account (refer to exclusions section Objectives and Synopsis section above), except for any Provisional Sum with a ceiling.
2	<b><u>Frequency of payments.</u></b> Payment may be made within 30 days of invoice and acceptable delivery.
3	<b><u>Agility:</u></b> The NRF reserves the right to increase financial limits subject to extraordinary circumstances justifying same and governance delegations and funds availability.
4	<b><u>Percentage completion payment mechanism:</u></b> The appointed bidder has a choice of full payment upon project completion or phased payments, including the suite of options below: <ul style="list-style-type: none"> <li>• <b>First tranche:</b> An initial payment of R100 000 to provide an initial "imprest" within a month of contract award and acceptance based on a written request for payment with full banking details from the bidder.</li> <li>• <b>Second tranche:</b> R100 000 within a month of submission of second iteration reports on a written request for payment with full banking details from the bidder.</li> <li>• <b>Third tranche:</b> R200 000 within a month of submission of third iteration reports on a written request for payment with full banking details from the bidder.</li> </ul>

## SBD 3.1: PRICING

- **Fourth tranche:** A final amount of R70 000 at completion once the final acceptance milestone is satisfactorily achieved.
- **Fifth tranche:** In addition, an amount of up to R20 000 based on final reconciliation received, this amount will be based on actual expenditure for the Provisional Sum.

Any variation to the above mechanism requires prior NRF written approval.

### PRICING SCHEDULE (SBD 3.1) **FIXED PRICE – DO NOT ADJUST**

Code	Qty	Description	Comment	Unit of measure	Unit price (inc. VAT)	Total price (inc. VAT)
<b>Specification guidelines</b>						
A	1	Best Practice for Procurement of Innovation Reports	Variable subject to completion of milestones. Fixed unit price.	Reports	R350 000	R350 000
B	1	Digital Transformation in Procurement Reports	Variable subject to completion of milestones. Fixed unit price.	Reports	R120 000	R120 000
C	1	Provisional Sum	Direct costs for travel/ investigative research/ material within South Africa.	Provisional Sum	R 20 000	R 20 000
<b>TOTAL CEILING CONTRACT VALUE (incl. VAT)</b>					<b>R 490 000</b>	

### GENERAL CONDITIONS OF CONTRACT

This bid is subject to the **General Conditions of Contract on the National Treasury website**  
<http://www.treasury.gov.za/> (subject to Special Conditions in this contract which take preference)

### MANAGEMENT OF PERFORMANCE LEVELS

1. 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.

## MANAGEMENT OF PERFORMANCE LEVELS

2. 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.
3. 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.
4. 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 STATEMENT

Service/Goods being Measured	Measurement Methodology	Penalty/Restitution
Iteration Milestones	Iterations dates as per the milestones	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.

## OTHER SBDS

### SBD 4 - BIDDER'S DISCLOSURE

#### 1. PURPOSE OF THE FORM

ANY PERSON (NATURAL OR JURISTIC) MAY MAKE AN OFFER OR OFFERS IN TERMS OF THIS INVITATION TO BID. IN LINE WITH THE PRINCIPLES OF TRANSPARENCY, ACCOUNTABILITY, IMPARTIALITY, AND ETHICS AS ENSHRINED IN THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA AND FURTHER EXPRESSED IN VARIOUS PIECES OF LEGISLATION, IT IS REQUIRED FOR THE BIDDER TO MAKE THIS DECLARATION IN RESPECT OF THE DETAILS REQUIRED HEREUNDER.

WHERE A PERSON/S ARE LISTED IN THE REGISTER FOR TENDER DEFAULTERS AND / OR THE LIST OF RESTRICTED SUPPLIERS, THAT PERSON WILL AUTOMATICALLY BE DISQUALIFIED FROM THE BID PROCESS.

#### 2. BIDDER'S DECLARATION

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest<sup>1</sup> in the enterprise, employed by the state? **YES/NO**

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

Full Name	Identity Number	Name of State institution

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

<sup>1</sup> 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.

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? <b>YES/NO</b>
2.3.1	If so, furnish particulars: ..... ..... .....
<b>3. DECLARATION</b>	
<p>○ 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:</p>	
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 consortium <sup>2</sup> will not be construed as collusive bidding.
3.4	In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
3.5	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

<sup>2</sup> 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.

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)**

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

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

#### **1. GENERAL CONDITIONS**

1.1. The following preference point systems are applicable to 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

1.5. 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

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;

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:

80/20

or

90/10

$$P_s = 80 \left( 1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

or

$$P_s = 90 \left( 1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

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.**

***(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	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;
  - (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:** .....

.....

.....

## 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”.

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. Special Conditions specific to this bid contract are in this document.

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.

## 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
Declaration of Interest (SBD4)	
Preference (SBD 6.1) claims for specific goals in terms of the Preferential Procurement Regulations 2022, supported by a valid certified BBBEE certificate.	

## BID SUBMISSION CERTIFICATE FORM - (SBD 1)

		General Conditions of Contract and special/additional conditions of contract as set out in this document
<p>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.</p>		
<p>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.</p>		
<p>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.</p>		
<p>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.</p>		
<p>I confirm that I am duly authorised to sign this offer/ bid response.</p>		
<b>NAME (PRINT)</b>		
CAPACITY		
SIGNATURE		
<b>WITNESS 1</b>		
NAME		
SIGNATURE		
<b>WITNESS 2</b>		
NAME		
SIGNATURE		
DATE		

## ANNEXURES

Index of Annexures	
<b>A</b>	Electronic Bid Submission guideline
<b>B</b>	Eligibility Criteria
<b>C</b>	Standards

### 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:<sup>3</sup>

- Valid process of ensuring that bidder's electronic signatures complies 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

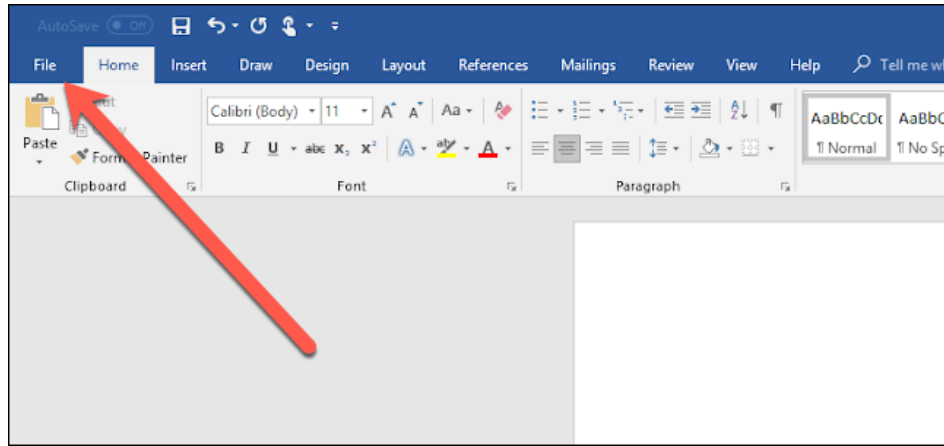
- All files must be submitted in pdf format unless otherwise stated.
- Pricing submission (including any SBDs where bidder's price is quoted) must be password protected and submitted as a separate file.
- **Two envelope system:** All bidders document must be submitted to the email address specified on 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 4MB, 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

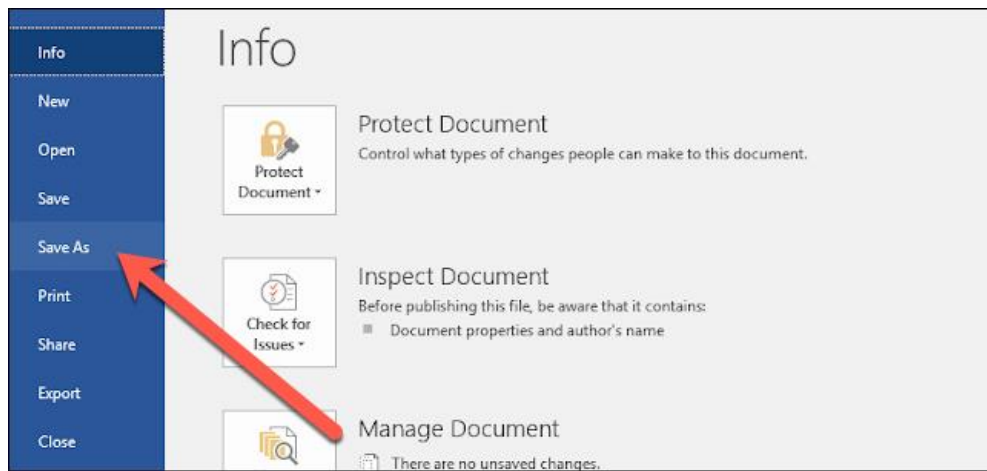
##### Converting to pdf

- 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.

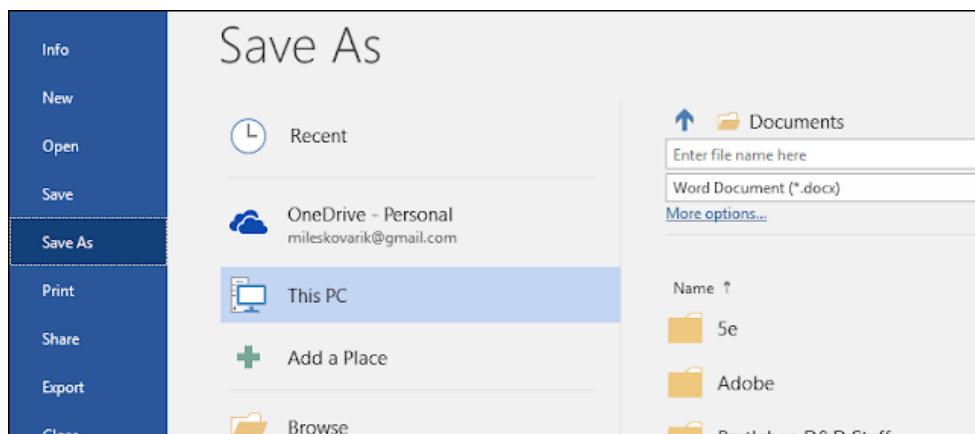
<sup>3</sup> SANS 10845-1 paragraph 4.7



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

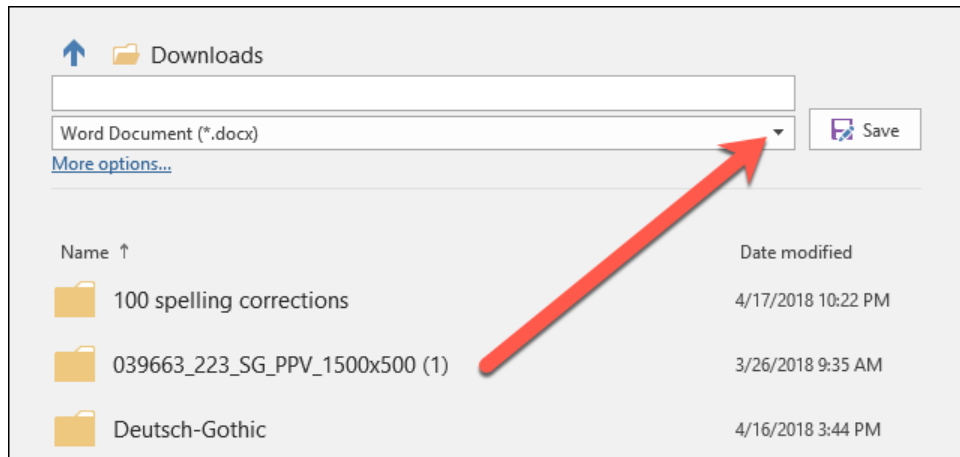


- On the Save As screen, select where you would like the PDF to be saved (OneDrive, This PC, a particular folder, or wherever).

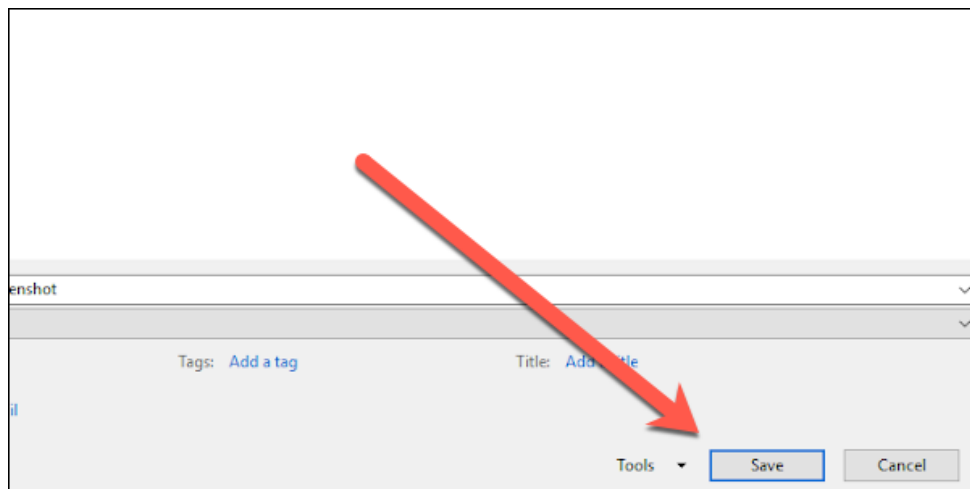


- Next, click the dropdown arrow on the right side of the “Save as type” box, and select “PDF (\*.pdf)” from the dropdown menu.





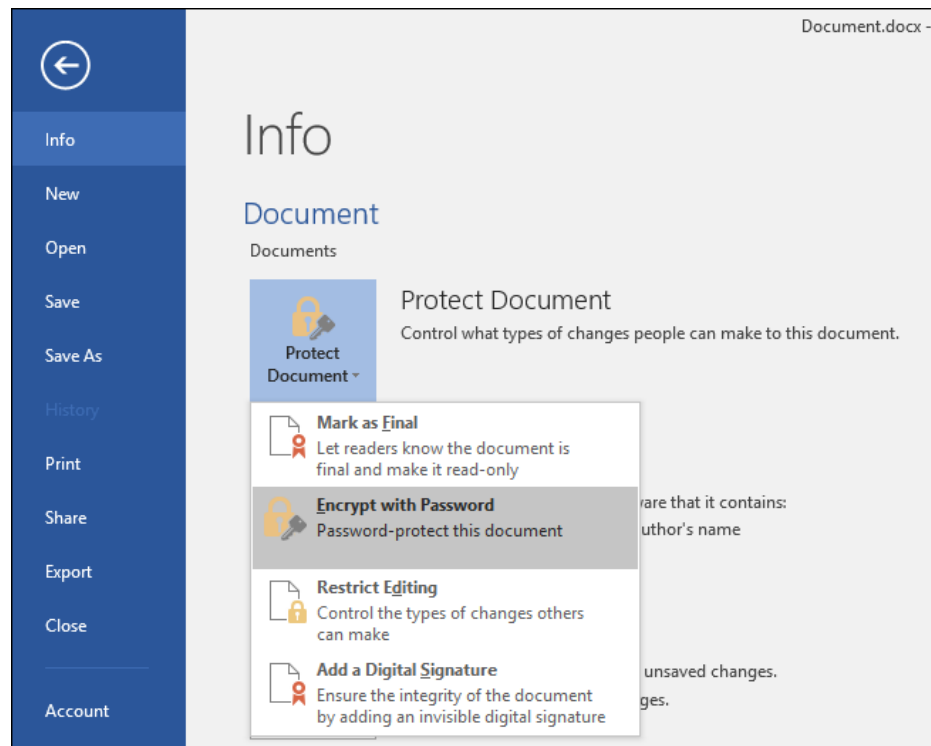
- If you want to, you can change the filename at this time. When you're ready, click the "Save" button.



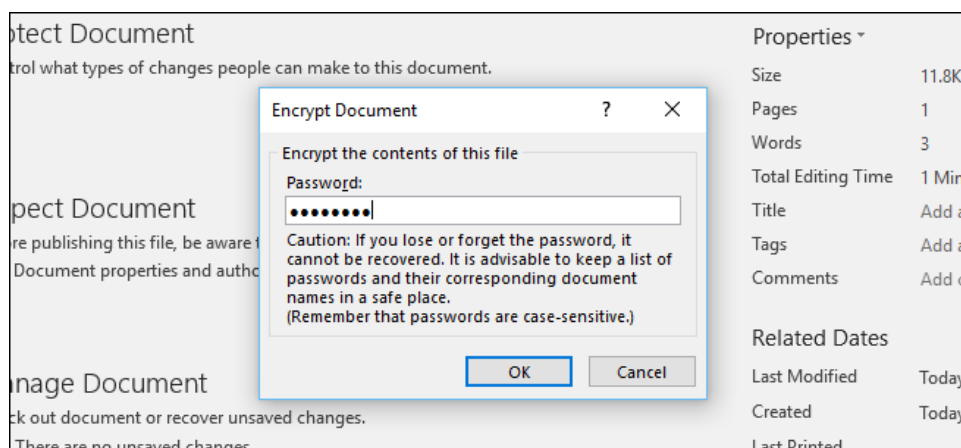
- After saving the PDF, you'll be returned to your Word document, and the new PDF will open automatically in your default PDF viewer.

## Password protecting files

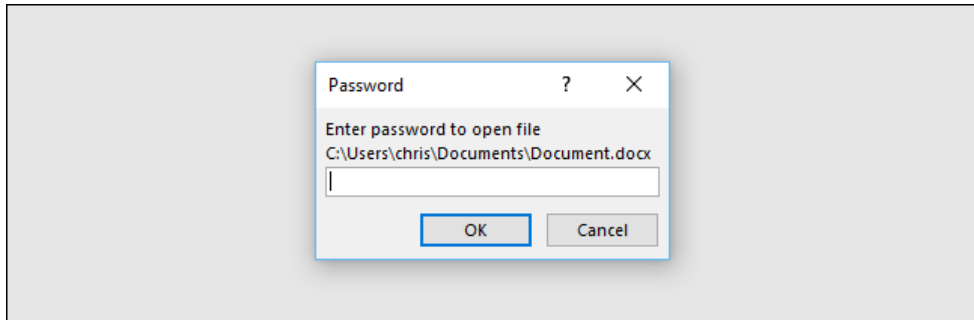
- To password protect an Office document, first open it in Word, Excel, PowerPoint, or Access. Click the "File" menu at the top-left corner of the screen. On the Info pane, click the "Protect Document" button and select "Encrypt with Password."
- The button is only named "Protect Document" in Microsoft 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.



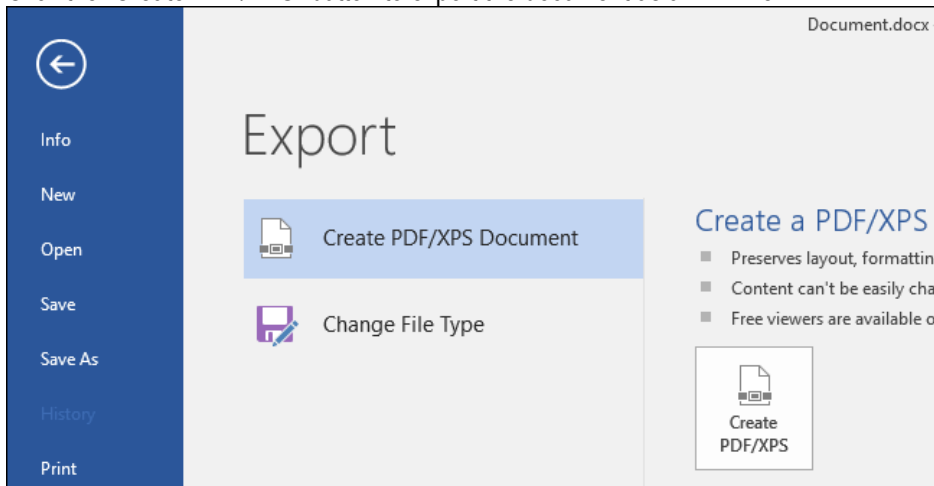
- When a document is encrypted, you'll see the "A password is required to open this document" message on the Info screen.
  - The next time you open the document, you'll see an "Enter password to open file" box. If you don't enter the correct password, you won't be able to view the document at all.



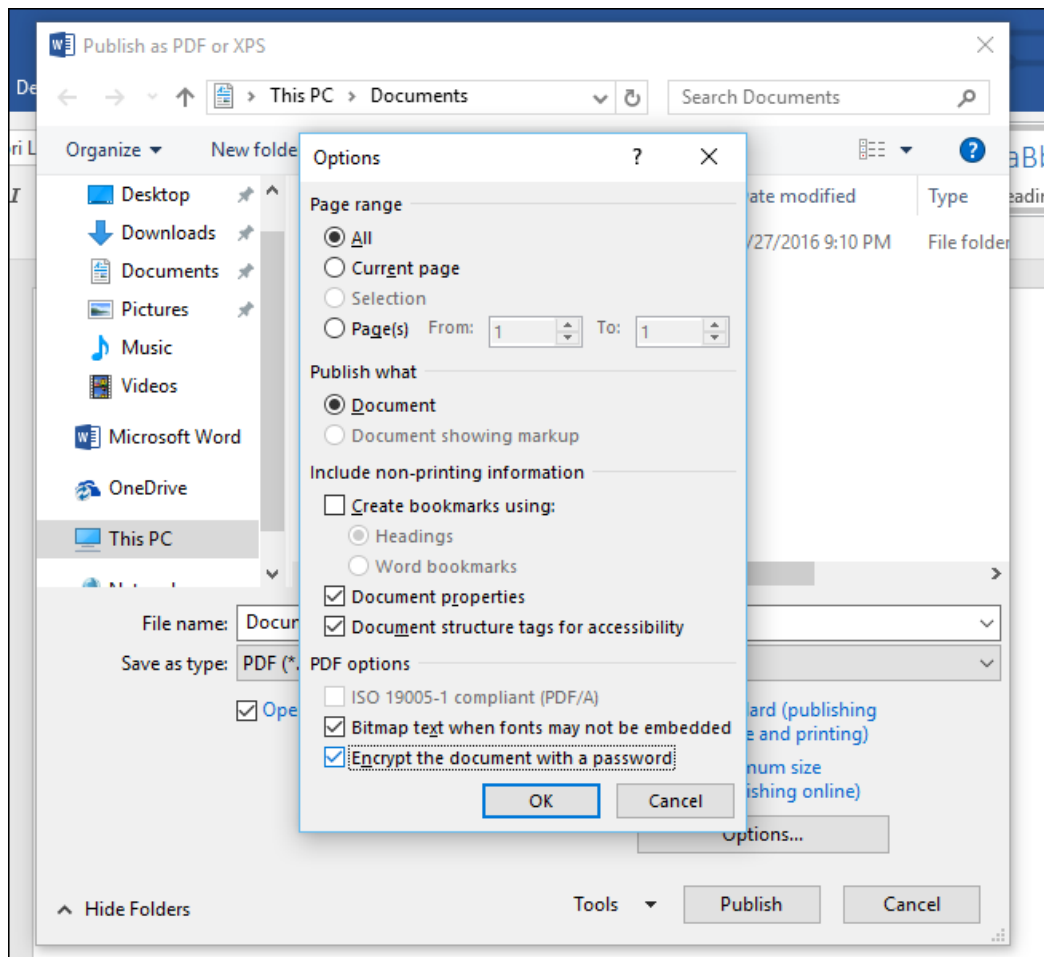
- To remove the password protection from a document, click the “Protect Document” button and select “Encrypt with Password” again. Enter a blank password and click “OK.” Office will remove the password from the document.

### How to Create a Password Protected PDF File

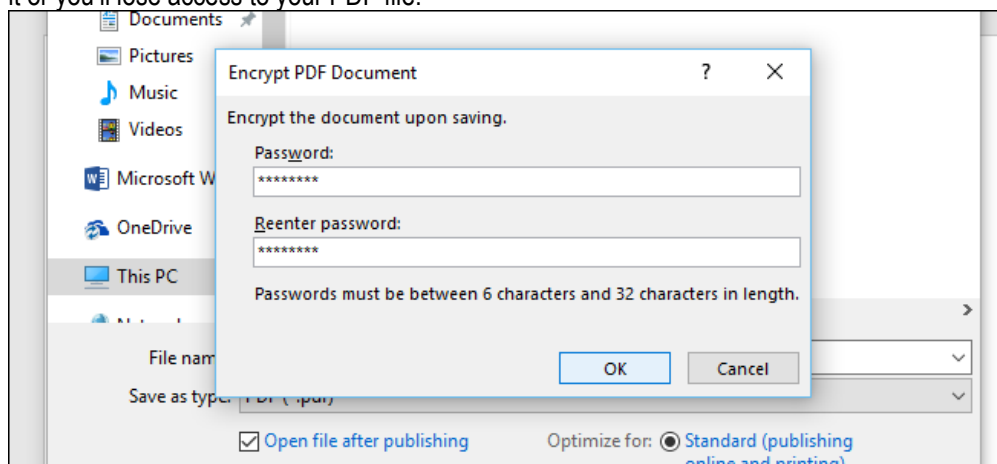
- You can also export an Office document to a PDF file and password protect that PDF file. The PDF document will be encrypted with the password you provide. This works in Microsoft Word but not Excel, for some reason.
- To do this, open the document in Microsoft Word, click the “File” menu button, and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



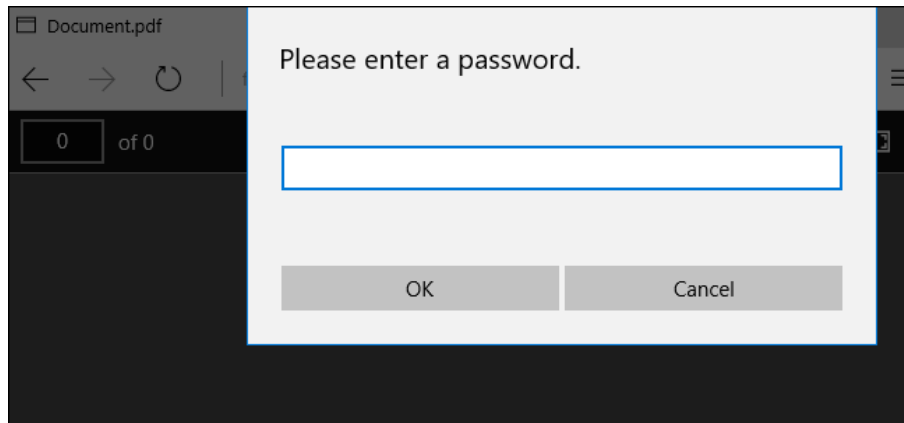
- Click the “Options” button at the bottom of the save dialog window that appears. At the bottom of the options window, enable the “Encrypt the document with a password” option and click “OK.”



- 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.

## ELIGIBILITY AND QUALITY CRITERIA

### Minimum threshold and additional points

Two processes exist, namely:

- **Minimum threshold (Table A below):** The points indicated in the column “*Minimum Points*” in **Table A** below, reflect the minimum eligibility threshold. Candidates achieving full score in this column progress to the next round of point scoring, namely points available in Table B. No points are added from Additional Points to Minimum Points in the event full point are not achieved for Minimum Points. Only full points are awarded. Any zero point leads to automatic disqualification and will not progress to the next stage **Table B** evaluation.
- **Additional quality points (Table B below):** The points indicated in **Table B** below, reflect the potential to achieve additional points. Bidders are encouraged to maximise such points in light of the cost-effectiveness methodology of awarding to the bidder with the highest points.

### Requirements

Bidders are required to populate **Table A** and **Table B** below.

#### Table A: Threshold/minimum eligibility criteria

One point provided for each criterion. A total of six out of **six points** are required to qualify to progress to the next round.

Minimum eligibility criteria	Evidence	Bidder's response
		Fill in details in this column, or if an annexure is employed, provide precise page number of response.
<b>1. Author's book experience</b>  The guideline will follow the format of a book, and will be a lengthy book-length guideline of about 1000 pages. Minimum experience of a having authored (or co-authored) 100 page book / guideline (the page count excludes non-content sections such as glossary of terms, references, index and table of contents)	Provide name and length of book  The Bidder through this response is deemed to consent confirm that the NRF may have brief sight of same, if required (a brief scan). Furthermore, the NRF may request further details and/or demonstration of book formation experience, such as indexing on NRF's guideline template.	
<b>2. Procurement of Innovation guideline experience</b>  Knowledge of bid invitations / specifications	A book / guideline on Procurement of Innovation which is public sector specific (50 pages minimum) [Provide details],	

Minimum eligibility criteria	Evidence	Bidder's response
		Fill in details in this column, or if an annexure is employed, provide precise page number of response.
<b>3. Specification/ Procurement of Innovation expertise</b>	Credible specification/ Procurement of Innovation training/ workshops provided to public and/or private entities (at least one day long)	
<b>4. International Procurement Innovation Ecosystem Networks and Partnerships</b>	Provide documented evidence with International network(s) and/or partnership(s) related to procurement of Innovation. [Minimum of five (5)]	
<b>5. Technical</b>	Provide a list of the five (5) most common types of procurement of innovation that are used internationally in the public sector [Provide details for each type]	
<b>6. Confirmation of capacity</b>	Confirm by typing "yes" in the right hand column including stating the name(s) of the <u>experienced</u> resource(s) that capacity exists to complete the project as per the milestones.	
<b>Total points</b> (six out of six points required)		

Refer [Table B: Maximising quality scoring scale](#) to score additional points contained overleaf.

**Table B: Maximising quality scoring scale**

<b>Skills / experience</b>  (Points)	<b>Evidence</b>	<b>Bidder's response</b>  Fill in details in this column, or if detailed provided in a separate annexure, to provide the page number in this column.
<p><b>a. Contribution in public sector context</b></p> <p><b>(20 points)</b></p> <p>Public sector entities engaged in complex and/or innovative procurement</p> <p>(2 points per public entity and/or per contribution type to a maximum of 20 points. To illustrate if you have made six different contributions to one entity it merits 12 points and if you have made the same contribution to four different entities, it merits 8 points)</p>	<p>Provide details of each entity with high level contribution to each entity on specifications/ Innovative Procurement: Categories of contributions may include any of the following:</p> <ul style="list-style-type: none"> <li>• Specialist and significant specification consultancy / advice,</li> <li>• Design of job descriptions for specification specialists</li> <li>• Quality assurance of specifications involving complex and innovative procurement,</li> <li>• Design of bid invitation templates for complex and/or innovative procurement,</li> <li>• Design of specification policies, and/or innovative procurement,</li> <li>• Providing key content on complex and/or innovative specifications</li> </ul> <p>The bidder through this response is deemed to consent to the NRF interviewing such entities at the NRF's discretion and to providing the NRF with contact details upon request and/or evidence of such contribution and securing the client's consent for same.</p>	
<p><b>b. Knowledge of procurement of innovation specification types and participation in formal panels/workshops/ Conference discussions</b></p> <p><b>(15 points)</b></p>	<p>In terms of the five(5) most common types of procurement of innovation specifications identified in the minimum thresholds above (<b>Table A</b>), define/ describe each type and provide key authoritative references supporting such definitions/descriptions, provide a narrative on what makes each type uniquely distinct. (5 points)</p> <p>[½ point for each type up to a maximum of 2½ points and ½ point for each related definition/description reference and unique distinctives totalling 2½ points]</p>	



<b>Skills / experience</b>  (Points)	<b>Evidence</b>	<b>Bidder's response</b>  Fill in details in this column, or if detailed provided in a separate annexure, to provide the page number in this column.
	Provide details of participation in formal panels/workshops/ conference discussions on procurement of innovation. [10 points]  [1 point for each formal participation group to a maximum of 5 points and 1 point for each related procurement of Innovation totalling 5 points]	
<b>c. Strategic sourcing: Integrating category, procurement of innovation</b>  An understanding of the relationship between complexity/innovation, procurement methods and specifications  <b>(15 points)</b>	List five (5) key supply chain methods employed for the procurement of complexity and innovation and name the recommended specification type to employ with reasons why.  [3 points for each complete cluster up to a maximum of 15 points. Points awarded in 3 point groups only]	
<b>Total 50 maximum points</b>		

#### Bidder content in guideline

In the event that the bidder is appointed, the successful bidder, by virtue of responding, agrees to the use of content in the guideline/s, where relevant, once contracted.

### 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.