From: The National Radioactive Waste Disposal Institute

Request for Quotation No:	**NRWDI/STRAT/2025-02**
RFQ Closing Date:	**08/08/2025**
RFQ Closing Time:	**11:00**
PROVISION OF ORGANISATIONAL STRATEGIC REPOSITIONING DEVELOPMENT SERVICES	

NAME OF BUSINESS: ____

CONTACT NAME: …………………………………………………………………………..

CONTACT NUMBER: …………………………………………………………………………

CSD No:……………………………………………………………………………..

Email Address ………………………………………………………………..

ISO CERTIFICATION | YES NO |

QUOTATION VALIDITY PERIOD: 60 Working days from closing date.

DELIVERY INCLUDED: | YES NO |

Dear Sir/Madam

Please provide a quotation for the following items as per the specification below.Prices must be firm and indicate all amounts excluding VAT.

VAT must be included as a separate line item.

1. SPECIFICATION

DESCRIPTION / SCOPE OF WORK	Total
PROVISION OF ORGANISATIONAL STRATEGIC REPOSITIONING DEVELOPMENT SERVICES ON THE FOLLOWING DELIVERABLES/STAGES:	
Stage 1: Strategic Diagnostic and Mandate Clarification	R
Stage 2; Stakeholder Alignment and Governance Review	R
Stage 3: Strategic Options Development	R
	R

Stage 4: Strategy repositioning formulation to drive effectiveness and optimisation	
Stage 5: Implementation Roadmap and Change Management	R
Stage 6: Monitoring and Evaluation	R
Vat	R
Total	**R**

2. DESCRIPTION OF THE NEED

2.1 BACKGROUND

With the imminent approval of the licence (NIL – 43) expected at the end of July 2025, the operation and full ownership of the Vaalputs site will move to NRWDI. Simultaneously the NRWDI project to establish a national Central Interim Storage Facility (CISF) is required to be completed by 2030. For most of the 9 years since its establishment, NRWDI has focused on setting up the policies, governance and administration needed by a radioactive waste management institute. With the significant increased responsibility associated with a nuclear licence and the new projects, the next 5 years will require different competencies, capability and funding requirements. It is essential to appoint a service provider who will assist the CEO to drive strategic repositioning of NRWDI to meet the future scenario.

2.2 OBJECTIVE

In order to achieve the above, NRWDI requires services of an experienced service provider to conduct a diagnostic review, analysis and implementation roadmap, including change management as well as monitoring and evaluation.

The appointed service provider is expected to provide the following deliverables:

Stage 1: Strategic Diagnostic and Mandate Clarification

Stage 2; Stakeholder Alignment and Governance Review

Stage 3: Strategic Options Development

Stage 4: Strategy repositioning formulation to drive effectiveness and optimisation

Stage 5: Implementation Roadmap and Change Management

Stage 6: Monitoring and Evaluation

2.3 SCOPE OF WORK

2.3.1 The service provider must provide a clear, well developed delivery plan on how the following will be achieved together with timelines.

a. Stage 1: Strategic Diagnostics and Mandate Clarification

- Clarify the policy mandate
- Assess the financial health of NRWDI

- Evaluate the alignment amongst the strategy, funding and operations
- Analyse the external environment, regulatory, political, etc (SWOT and PESTLE etc.)
- Identify capability gaps and institutional inefficiencies

b. Stage 2; Stakeholder Alignment and Governance Review

- Aligning key stakeholders on the new and direction for the end-to-end optimisation strategy.

c. Stage 3: Strategic Options Development

- Identify viable options for end-to-end optimisation based on mandate, capacity and fiscal constraints.

d. **Stage 4: End-to-end strategy repositioning formulation**

- Create an end-to-end repositioned strategy and an annual performance plan that is actionable, politically and financially viable and is in compliance with the Revised Framework with Strategic Plans and Annual Performance Plans.

e. Stage 5: Implementation Roadmap and Change Management

- Breakdown of strategy and annual performance plan into implementable steps with embedded change capacity.

f. **Stage 6: Monitoring and Evaluation**

- Ensure continuous improvement, correction and learning

2.4 ACTIVITY SCHEDULE/TIMELINES/DELIVERABLES

Activity	**Tasks**	**Deliverables**
1. Stage 1: Strategic Diagnostic and Mandate Clarification	• Mandate to matrix performance • Stakeholder interviews (ministry, board, regulators, union) • Policy and legislative review	• Diagnostic report (financial, strategic and operational (including Vaalputs) • Clarified NRWDI mandate and actual delivery • Statement of problem and strategic misalignment
2. Stage 2; Stakeholder Alignment and Governance Review	• Map key stakeholders • Assess current governance structure like the board composition, autonomy, oversight effectiveness • Identify conflicting interests	• Stakeholder influence and interest matrix • Governance risk management • Change-readiness assessment

3. Stage 3: Strategic Options Development	• Develop and evaluate strategic options like ✓ refocusing the mandate to core deliverables and ✓ Operational restructuring (streamlining, use of AI, technology adoption in terms of mandate, embracing the 3R concept in corporate and operations, full digitisation (paperless environment) ✓ Developing additional revenue streams	• Options matrix with impact and costs as well as feasibility • Recommended strategic direction • Scenario planning document
4. Stage 4: End-to-end strategy repositioning formulation	• Define strategic pillars • Develop financial model with the chosen strategy • Design internal policy reforms to support strategy • Prepare stakeholder engagement and communications plan	• End to end optimisation strategy document (vision, goals and KPIs) • Multiyear financial plan • Reform roadmap (short-, medium- and long-term actions)
5. Stage 5: Implementation Roadmap and Change Management	• Develop a phased implementation plan (one year) • Build internal capacity and accountability frameworks • Prepare change management tools (training, culture shift and communication) • Set up Transformation Management Office (TMO)	• Implementation roadmap • Governance structure for transformation • Risk and mitigation plan • Performance Management Framework
6. Stage 6: Monitoring and Evaluation	• Define KPI's and data collection tools • Development of M&E system • Provide periodic review cycles (quarterly/annually) • Offer advisory support for adaptation and upscaling	• M&E framework with a dashboard • Feedback and learning cycle processes • Strategic review schedule

EVALUATION CRITERIA

1. Mandatory Requirement (At RFQ Closing Date)

1.1 Service providers who fail to quote fully or according to the specification and description of the need will be disqualified (refer from page 1-4).

1.2 Quotations submitted after the RFQ closing date and time will be disqualified.

1.3 Quotations that are not sent through the procurement central email will not be considered for evaluation, refer to page 6.

1.4 Submit proven track record/experience of facilitating a strategic planning session (CV of the relevant person who will be responsible for facilitation and CVs of the relevant team members who will be responsible for the repositioning strategy indicating their relevant skills, tools, competence and experience to be attached).

1.5 Submit a methodology to be used to undertake this scope of work.

1.6 Submit 5 or more reference letters for similar work done in the past, that are not older than 5 years and on the letterhead of the previously serviced client, reflecting at least the name of the client, quality of the services rendered, year completed, contactable reference name and contact details and, whether the quality of work was satisfactory or not. It should be signed by a duly authorized person or their representative.

2. Mandatory Requirements (at Award Stage)

2.1 Non tax compliant Bidders will not be awarded the RFQ.

2.2 Bidders listed in the Register of Restricted Suppliers or in the Tender Defaulters Register from National Treasury will be disqualified.

Failure to comply to the above mandatory requirements (1&2) will disqualify your quotation.

Make sure your quote complies with the following

Mandatory Requirements Description	**Please mark under Yes/No to ensure compliance with the RFQ**	
	Yes	**No**
Have you quoted fully or according to the specification and description of the need (refer to page 1-4)?		
Will your quotation be sent before the closing time and date of the RFQ?		
Will your quotation be submitted to the procurement central email address? Refer to page 6		

Is proven track record/experience of facilitating a strategic planning session (CV of the relevant person who will be responsible for facilitation and CVs of the relevant team members who will be responsible for the repositioning strategy indicating their relevant skills, tools, competence and experience to be attached) submitted?		
Is a minimum of five (5) reference letters for similar work done in the past, that are not older than 5 years and on the letterhead of the previously serviced client, reflecting at least the name of the client, quality of the services rendered, year completed, contactable reference name and contact details and, whether the quality of work was satisfactory or not, submitted?		
Are your tax matters in order or compliant?		
Is your business listed on the Register of Restricted Suppliers or on the Tender's Defaulters Register?		

3.Price and Specific Goals Evaluation

- The 80/20 preference point system will be applied to evaluate the received quotations.

- Price will be evaluated on 80 points and 20 points will be allocated to specific goals as illustrated on SBD 6.

For any clarification

regarding this matter, please contact Moses Shandukani at 012 305 6160 or email at Moses.Shandukani@nrwdi.org.za

Email the quotation to: procurement@nrwdi.org.za

IMPORTANT:

1. Please take note of the different email addresses for clarifications and for submission of your quote. Only quotes submitted to **procurement@nrwdi.org.za** will be considered for further evaluation.
2. Quotes must be emailed to: procurement@nrwdi.org.za before the closing deadline. Anyquotation received after the deadline will not be considered.
3. Please indicate if you are ISO 9001:2015 certified Quality Management System.
4. Attach a valid BBBEE certificate or affidavit, if applicable.
5. Complete all SBD forms and send back together with your quotation (SBD 4&6.1).

6. The successful bidder must be registered on the Central Supplier Database except for foreign bidders with no local registered entity.

7. The mailbox capacity per email is 10MB. A bidder may send as many emails as necessary toaccommodate all files. All emails must be received before the deadline.

8. The RFQ is subject to the General Conditions of Contract from National Treasury, refer to: http://ocpo.treasury.gov.za/Resource_Centre/Legislation/General%20Conditions%20of%20Contract-%20Inclusion%20of%20par%2034%20CIBD.pdf

Required by: The National Radioactive Waste Disposal Institute

Delivery address: 3rd Floor, Building X, Necsa Offices
Elias Motsoaledi Street Ext
R104 Pelindaba, North West
0240

Expected Delivery Date, (to be completed by the Supplier) ______________________________
(Only a firm delivery date will be accepted)

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 theprinciples 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 bidderto 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 havinga controlling interest[1] 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 havinga 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**

2.2.1 If so, furnish particulars:
……………………………………………………………………………………
……………………………………………………………………………………

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person havinga controlling interest in the enterprise have any interest in any other related enterprise whether or not theyare bidding for this contract? **YES/NO**

2.3.1 If so, furnish particulars:
…………………………………………………………………………….
…………………………………………………………………………….

[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 decisionsof the enterprise.

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 everyrespect:

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[2] will not be construed as collusive bidding.

3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.

3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of thecontract.

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 thebidding 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 restrictivepractices 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 ofthe Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA)

3.7 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 ISCORRECT.
I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

………………………………… ……Signature	..………………………………………. Date
………………………………… ……Position	………………………………………….. Name of bidder

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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.

SBD 6.1

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENTREGULATIONS 2022

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

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

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1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to invitations to tender:

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxesincluded); and
- the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxesincluded).

1.2 The applicable preference point system for this tender is the 80/20 preference point system.

1.3 Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:

(a) Price; and

(b) Specific Goals.

1.4 The maximum points for this tender are allocated as follows:

	POINTS
PRICE	80
SPECIFIC GOALS	20
Total points for Price and SPECIFIC GOALS	**100**

1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claimpoints 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 theorgan of state.

2. DEFINITIONS

(a) **"black people"** is a generic term which means Africans, Coloureds and Indians—

a) who are citizens of the Republic of South Africa by birth or descent; or

b) who became citizens of the Republic of South Africa by naturalisation—

i) before 27 April 1994; or

ii) on or after 27 April 1994 and who would have been entitled to acquire citizenship by naturalisationprior to that date;

(b) **"tender"** means a written offer in the form determined by an organ of state in response to an invitation toprovide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;

(c) **“price”** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
(d) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
(e) **“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
(f) **“the Act”** means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000); and
(g) **“women”** means a person of female gender who is a citizen of the Republic of South Africa.

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

3.1.1 THE 80/20 PREFERENCE POINT SYSTEMS

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

80/20

$$Ps = 80\left(1 - \frac{Pt - P\,min}{P\,min}\right)$$

Where

Ps	=	Points scored for price of tender under consideration
Pt	=	Price of tender under consideration
Pmin	=	Price of lowest acceptable tender

3.2. FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME GENERATING PROCUREMENT

3.2.1. POINTS AWARDED FOR PRICE

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

80/20

$$Ps = 80\left(1 + \frac{Pt - P\,max}{P\,max}\right)$$

Where

Ps	=	Points scored for price of tender under consideration
Pt	=	Price of tender under consideration
Pmax	=	Price of highest acceptable tender

4. OINTS 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 tendererwill 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 isunclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tenderdocuments, 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 theapplicable 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.

The specific goals allocated points in terms of this tender	Maximum numberof points allocated (80/20 system)	Number of pointsclaimed (80/20 system) (To be completedby the tenderer)
Enterprises owned by Black People: a) **12 points**: 91% - 100% ownership by black people. b) **10 points**: 75% - 90% ownership by black people.	12	

c) **8 points**: 51% to 74% ownership by black people. d) **4 points** for 50% and lower ownership by black people. e) **0 points** for no ownership by black people.		
Enterprises owned by Women: a) **8 points**: 91% - 100% ownership by women. b) **6 points**: 75% - 90% ownership by women. c) **4 points**: 51% to 74% ownership by women. d) **2 points** for 50% and lower ownership by women. e) **0 points** for no ownership by women.	8	

4.3 Tenderers must submit documents as valid proof to substantiate points claimed for specific goals, that should include amongst others the Shareholder Certificate/CIPC Company Registration Documents, certified copies of ID for directors, certified copy of B-BBEE certificate/sworn affidavit, CSD report and/or any other documentation.

DECLARATION WITH REGARD TO COMPANY/FIRM

4.4 Name of company/firm……………………………………………………………………….

4.5 Company registration number: …………………………………………………………...

4.6 TYPE OF COMPANY/ FIRM

- Partnership/Joint Venture / Consortium
- One-person business/sole propriety
- Close corporation
- Public Company
- Personal Liability Company
- (Pty) Limited
- Non-Profit Company
- State Owned

Company[TICK APPLICABLE BOX]

4.7 I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the pointsclaimed, 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 1.4and 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 onlythe shareholders and directors who acted on a fraudulent basis, be restricted fromobtaining 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: …………………………………………………………
…………………………………………………………