



**SEFAKO MAKGATHO  
HEALTH SCIENCES UNIVERSITY**

**SEFAKO MAKGATHO HEALTH SCIENCES  
UNIVERSITY  
REQUEST FOR QUOTATION  
FOR  
APPOINTMENT OF A SUITABLE SERVICE  
PROVIDER TO REVIEW THE CURRENT  
ORGANISATIONAL STRUCTURE OF LIBRARY  
SERVICES TO BE ALIGNED TO SEFAKO  
MAKGATHO HEALTH SCIENCES UNIVERSITY  
(SMU) STRATEGY 2024-2028**

**RFQ NO: RE-LAB-001-2026**

**SEFAKO MAKGATHO HEALTH SCIENCES UNIVERSITY**

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IREQUEST FOR QUOTATION

<b>RFQ NUMBER</b>	RE-LAB-001-2026
<b>CLOSING:</b>	DATE: FRIDAY, 22 MAY 2026 TIME: 10:00
<b>COMPULSORY BRIEFING SESSION</b>	NOT APPLICABLE
<b>DESCRIPTION</b>	APPOINTMENT OF A SUITABLE SERVICE PROVIDER TO REVIEW THE CURRENT ORGANISATIONAL STRUCTURE OF LIBRARY SERVICES TO BE ALIGNED TO SEFAKO MAKGATHO HEALTH SCIENCES UNIVERSITY (SMU) STRATEGY 2024-2028

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## 1. REQUEST FOR QUOTATION

**BID VALIDITY:** 90 days from the date of closure of this bid.

### 1.1 BID DOCUMENTS MUST BE PLACED IN THE BID BOX AT THE ADDRESS INDICATED BELOW:

**Sefako Makgatho Health Sciences University,  
Molotlegi Street, Ga-Rankuwa, Pretoria,  
Gauteng,  
PO Box 60,  
Medunsa, 0204.**

**Clinical Pathology Building, Fifth Floor (Next to Cashier).**

Bidders should ensure that bids are delivered timeously to the correct address. If the bids are late, they will not be accepted for consideration.

### 1.2 ANY ENQUIRIES REGARDING THE BID PROCEDURE MAY BE DIRECTED TO:

Department: Supply Chain Management Contact Person: MR. Setimpu Mamabolo

E-mail address: [setimpu.mamabolo@smu.ac.za](mailto:setimpu.mamabolo@smu.ac.za)

### 1.3 ANY TECHNICAL ENQUIRIES RELATING TO THIS BID, MAY BE DIRECTED TO:

Department: Library and Information Services

Person: Dr. Rirhandzu.

E-mail address: [rirhandzu.mhinga@smu.ac.za](mailto:rirhandzu.mhinga@smu.ac.za)

## 2. DEFINITION OF TERMS

- 2.1 All applicable taxes**” includes value-added tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies;
- 2.1.1 “B-BBEE”** means broad-based black economic empowerment as defined in section of the Broad-Based Black Economic Empowerment Act;
- 2.1.1 “B-BBEE status level of contributor”** means enterprises whose B-BBEE score, in terms of a sector scorecard which has been issued as a sector code of good practice or in terms of the DTI’s Generic Scorecard, has been verified by an accredited B-BBEE verification agency or in the case of Exempt Micro Enterprises or Qualifying Small Enterprise that are at least 51% Black Owned, produced an affidavit verifying their status;
- 2.1.2 “BID”** means a written bid in a prescribed or stipulated form in response to an invitation by an organ of state for the provision of services, works or goods, through price quotations, advertised competitive bid processes or proposals;
- 2.1.3 “BID rigging (or collusive bidding)”** occurs when businesses, that would otherwise be expected to compete, secretly conspire to raise prices or lower the quality of goods and / or services for purchasers who wish to acquire goods and / or services through a bid process. Bid rigging is, therefore, an agreement between competitors not to compete.
- 2.1.4 “Broad-Based Black Economic Empowerment Act”** means the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003);
- 2.2 “Comparative price”** means the price after the factors of a non-firm price and all unconditional discounts that can be utilized have been taken into consideration;
- Contract**” means the agreement that results from the acceptance of a bid by an organ of state;
- 2.3 “EME”** means any enterprise with annual total revenue of R10 million or less.
- 2.4 “Firm price”** means the price that is only subject to adjustments in accordance with the actual increase or decrease resulting from the change, imposition, or abolition of customs or excise duty and any other duty, levy, or tax, which, in terms of the law or resignation, is binding on the contractor and demonstrably has an influence on the price of any supplies, or the rendering costs of any service, for the execution of the contract;
- 2.5 “Functionality”** means the measurement according to predetermined norms, as set out in the bid documents, of a service or commodity that is designed to be practical and useful, working or operating, taking into account, among other factors, the quality, reliability, viability and durability of a service and the technical capacity and ability of a bidder;
- 2.6 “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.
- 2.7 “Non-firm prices”** means all prices other than “firm” prices;
- 2.8 “Person”** includes a juristic person;
- 2.9 “Rand value”** means the total estimated value of a contract in South African currency, calculated at the time of bid invitations, and includes all applicable taxes and excise duties;
- 2.10 “Sub-contract”** means the primary contractor’s assigning, leasing, making out work to, or employing, another person to support such primary contractor in the execution of part of a project in terms of the contract;
- 2.11 “Total revenue”** bears the same meaning assigned to this expression in the Codes of

Good Practice on Black Economic Empowerment, issued in terms of section 9(1) of the Broad- Based Black Economic Empowerment Act and promulgated in the *Government Gazette* on 9 February 2007;

- 2.12 “Trust”** means the arrangement through which the property of one person is made over or bequeathed to a trustee to administer such property for the benefit of another person; and
- 2.13 “Trustee”** means any person, including the founder of a trust, to whom property is bequeathed in order for such property to be administered for the benefit of another person.
- 2.14 “PURCOSA”** means Purchasing Consortium, Southern Africa

### **3. GENERAL CONDITIONS OF THE RFQ**

- 3.1** Bids must be delivered to the correct address location, which is indicated in the bid document, which must be delivered timeously as late bids submissions will **NOT** be accepted for consideration.
- 3.2** Late submissions will not be accepted. A submission will be considered late if it arrives only a second after **10:00** or any time thereafter. The bid shall be closed at exactly **10:00** and bids arriving late **will not** be accepted under any circumstances. Bidders are therefore, strongly advised to ensure that their bids be dispatched, allowing enough time for any unforeseen events that may delay the delivery of the bid.
- 3.3 The bid, including the returnable address, must be submitted in a sealed envelope in the Bid Box, Clinical Pathology Building, Fifth Floor (Next to Cashier), marked with:**
- 3.3.1 RFQ Number: RFQ NO: Re-LAB-001-2026**
- 3.3.2 Closing Date and Time: 22 May 2026 at 10H00**
- 3.3.3 The Name and Address of the Bidder**
- 3.3.4 Submit two (2) copies of the bid document. One (1) Original and One (1) Copy. PLEASE NOTE:** The bid is subject to the Sefako Makgatho Health Sciences University Procurement Policy, the Higher Education Act of 1997 and, if applicable, any other special conditions of contract.
- 3.4** The successful bidder will be required to sign a written contract or agreement with the University.
- 3.5** It is an absolute condition of the bid that the taxes of the bidder **are in order**, or that proof is submitted that suitable and satisfying arrangements have been made with the South African Receiver of Revenue (SARS).
- 3.6 A Valid, Tax Compliance Status Certificate/proof of tax compliance must be submitted** with the bid proposal on or before the closing date and time of the bid. Failure to submit will invalidate the bid.
- 3.7** Failure to submit a valid B-BBEE Certificate will result in zero preference points being awarded for BBEE.
- 3.8** Bid forms contained within the bid document requesting information have been drawn up so that certain essential information is to be furnished in a specific manner and format. Any additional particulars should be furnished on this document where appropriate, or in a separate Annexure.
- 3.9** Should the bidder desire to make any departures from, or modifications to this bid or to qualify its proposal in any way, it shall clearly set out its bid departure/modification as an

Annexure, or alternatively state them in a covering letter attached to the bid proposal referred to herein, failing which, the bid shall be deemed to be unqualified unless it conforms **exactly** with the requirements of this bid. Unless otherwise specified and stipulated in writing, any part of the Bidder's bid that deviates from any terms and conditions stated within the bid document shall be of no force or effect.

- 3.10 This bid document, together with associated forms and annexures, may NOT be retyped or redrafted, but photocopies or reprints may be prepared and used.
- 3.11 This bid document, together with associated forms and annexures, may NOT be filled in by means of mechanical devices. A black ink pen should be used to fill in this bid document.
- 3.12 Bidder shall check the numbers of the pages and satisfy themselves that none are missing or duplicated. No liability shall be accepted regarding claims arising from the fact that pages are missing or duplicated.
- 3.13 The bid price/ bid shall be open for **acceptance for a period of at least 90 days after the closing date of the bid and the bid price quoted must be fixed for a period of 1 year after the bid has been awarded.** It should be noted that Bidders may bid a shorter validity period, but their bid may in that event, be disregarded for this reason. Bidders shall clearly state the period of validity of their bid.
- 3.14 All prices shall be quoted in South African currency; **all prices quoted must include VAT (where applicable).**
- 3.15 Sefako Makgatho Health Sciences University reserves the right to only accept part of the submitted bid by a service provider or reserve the right not to accept the lowest bid or any other bid
- 3.16 Sefako Makgatho Health Sciences University reserves the right to withdraw or cancel this bid.
- 3.17 Unless specifically provided for in the bid document, no bids will be considered if submitted or transmitted by telegram, telex, facsimile, e-mail or similar apparatus.
- 3.18 It should be noted that Sefako Makgatho Health Sciences University reserves the right to accept or reject any bid proposal without being obliged to give any reasons in this respect.
- 3.19 Unsuccessful service providers will **not be notified** whether their bid/bid was accepted or not, but will be advised of the outcome if telephonically requested.
- 3.20 The service provider's **company letterhead** must be used in the bid's cover letter and reflect **the company's name, address and contact details.**
- 3.21 The correct Bid Reference Number (See the front page of this bid for the bid Number) **and service provider's company name must appear on all pages of the proposal.**
- 3.22 All pages of the proposal must be **initialled** by the person responsible.
- 3.23 These conditions form part of the bid general conditions, and failure to comply therewith will invalidate your bid.

#### 4. SERVICE PROVIDER DETAILS

Registered Name of the Company:		
Trading Name of the Company:		
Company / Close Corporation registration Number:	VAT Registration Number:	Income Tax Reference Number:
Telephone Number:	Fax Number:	
Web Address:	E-mail Address:	
Name of Contact Person:	Contact Numbers Cell:	
Business Physical Address:	Postal Address:	
Web Address:	E-mail Address:	
<b>TYPE OF FIRM</b> (Please tick the relevant box or boxes)		
<input type="checkbox"/> Public Company (Ltd)		
<input type="checkbox"/> Private Company (Pty) Ltd		
<input type="checkbox"/> Closed Corporation (CC)		
<input type="checkbox"/> Sole Proprietor		
<input type="checkbox"/> Partnership		
<input type="checkbox"/> Other, (Specify)		
<b>PARTICIPATION CAPACITY</b> (Please tick the relevant box or boxes)		
<input type="checkbox"/> Director		
<input type="checkbox"/> Partner		
<input type="checkbox"/> Associate		
<input type="checkbox"/> Senior Associate		
<input type="checkbox"/> Junior Associate		

<input type="checkbox"/>	Owner
<b>BUSINESS SECTOR</b> (Please tick the relevant box or boxes)	
<input type="checkbox"/>	Agriculture
<input type="checkbox"/>	Accounting services
<input type="checkbox"/>	Manufacturing
<input type="checkbox"/>	Electricity, Gas and Water
<input type="checkbox"/>	Construction
<input type="checkbox"/>	Auditing
<input type="checkbox"/>	Consulting
<input type="checkbox"/>	Professional services
<input type="checkbox"/>	Retail and Motor trade
<input type="checkbox"/>	Wholesale trade, commercial and other trade
	Catering, accommodation and other
<input type="checkbox"/>	Transport, storage and other trade
<input type="checkbox"/>	Communications
<input type="checkbox"/>	Finance and Business Services
<input type="checkbox"/>	Repair/Allied Services
<input type="checkbox"/>	Commercial Agents
<input type="checkbox"/>	Community and Social Services
<input type="checkbox"/>	Personal Services
<input type="checkbox"/>	Other, (Specify)

**SMALL, MEDIUM, MICRO ENTERPRISE (SMME) STATUS** (Please the relevant box)

- Micro
- Very Small
- Small
- Medium
- Large

**TOTALNUMBER OF EMPLOYEES** (Please the relevant box andstate the number)

- Full Time      Number:
- Part Time      Number:

**LIST ALL PARTNERS, PROPRIETORS & SHAREHOLDERS AS INDICATED BELOW**

NAME AND SURNAME	IDENTITY NUMBER	CITIZENS HIP	DATE OF OWNERSHIP	% OF OWNERSHIP	SPECIFY STATUS I HDI, WOMEN, O DISABLED

**LIST ANDIDENTIFYANY OWNER OR MANAGEMENT OFFICE BEARER WHOHASAN OWNERSHIP**

**INTEREST IN ANOTHER FIRM**

NAME AND SURNAME	IDENTITY NUMBER	CITIZENS HIP	DATE OF OWNERSHIP	% OF OWNERSHIP	SPECIFY STATUS I HDI, WOMEN O DISABLED

**IDENTIFY ANY OWNER OR MANAGEMENT OFFICER WHO IS AN EMPLOYEE OR HAS DUTIES IN ANOTHER BUSINESS ENTERPRISE**

NAME AND SURNAME	IDENTITY NUMBER	CITIZENSHIP	DATE OF OCCUPATION	DESIGNATION	SPECIFY STATUS IF HDI OF WOMEN OR DISABLED	%TIME DEVOTED

**LIST THE MAJOR ITEMS OF PROPERTIES, LAND, EQUIPMENT, PLANT AND VEHICLES OWNED BY THE FIRM**

ITEM DESCRIPTION	QUANTITY	ESTIMATED VALUE

**INDICATE BY NAME AND STATUS, THOSE INDIVIDUALS IN THE FIRM (INCLUDING OWNERS AND NON-OWNERS) RESPONSIBLE FOR THE DAY TO DAY MANAGEMENT AND BUSINESS DECISIONS**

ACTIVITY	NAME AND SURNAME	RACE	GENDER (MALE/FEMALE)	DISABLED (YES/NO)

**CLIENT DETAILS WHERE SIMILAR PROJECTS TO THIS BID HAVE BEEN UNDERTAKEN, ATTACH PROOF**

<b>Company/ Institution Name</b>	
Address	
Contact Person	Telephone:
Value of contract	R <span style="float: right;">Date:</span>
Description of Work	
<b>Company/ Institution Name</b>	
Address	
Contact Person	Telephone:
Value of contract	R <span style="float: right;">Date:</span>
Description of Work	
<b>Company/ Institution Name</b>	
Address	
Contact Person	Telephone:
Value of contract	R <span style="float: right;">Date:</span>
Description of Work	
<b>Company/ Institution Name</b>	
Address	
Contact Person	Telephone:

Value of contract	R	Date:	
Description of Work			
<b>LIST YOUR CURRENT MAINCLIENTS BELOW</b>			
<b>Client</b>			
Rand Value P.A.	R	% Turnover	
Contact Person		Telephone	
<b>Client</b>			
Rand Value P.A.	R	% Turnover	
Contact Person		Telephone	
<b>Client</b>			
Rand Value P.A.	R	% Turnover	
Contact Person		Telephone	
<b>Client</b>			
Rand Value P.A.	R	% Turnover	
Contact Person		Telephone	
<b>GENERAL</b>			
i. Did the firm exist under a previous name? YES/ NO			
If <b>YES</b> , what was its previous name?			
ii. Does your company/any of its employees have a vested interest in Sefako Makgatho Health Sciences University? If <b>YES</b> , state which Department / Unit within <b>Sefako Makgatho Health Sciences University</b> the said employee(s) have such vested interest			

iii. Indicate as to whether any of the Partners, Proprietors & Shareholders is in the service of <b>Sefako Makgatho Health Sciences University</b> , or has been in the service of <b>Sefako Makgatho Health Sciences University</b> in the previous twelve months?
iv. At what % of full capacity is your firm / company currently operating?
v. What percentage of work, directly/indirectly, is for <b>Sefako Makgatho Health Sciences University</b> ?
vi. What was your firm's/ company's average turnover(excluding VAT) during the previous three financial years?
vii. Has your firm / company previously been on an approved supplier list with <b>Sefako Makgatho Health Sciences University</b> ? If <b>YES</b> , specify
viii. Does your company have an after-hours service policy? (If <b>YES</b> , specify)

**5.BANKING DETAILS**

I/We hereby request and authorize you to pay any amount which accrue to me/us to the credit of my/our bank account with the below-mentioned bank. I/we understand that the credit transfer hereby authorized will be processed by computer through a system known as electronic.

Funds Transfer and I/we also understand that no additional advice of payment will be provided by my/our bank, but details of each payment will be printed on my/our bank statement or any accompanying voucher. (This does not apply where it is not customary for banks to issue bank statements.) I/we understand that a payment will be applied by Sefako Makgatho Health Sciences University in a normal way, and that it will indicate the date on which funds will be available in my/our account.

**Bank Account Name:** \_\_\_\_\_

**Name of Bank:** \_\_\_\_\_

**Branch Name & Code:** \_\_\_\_\_

**Account Number:** \_\_\_\_\_

**Type of Account:**                      Cheque                                      Savings                                      Transmission

## 6. TAX CLEARANCE REQUIREMENTS

- 6.1 It is a bid condition that the taxes of the Bidder must be in order, or that satisfactory arrangements have been made with the South African Revenue Services (SARS) to meet the bidder tax obligations. Should a Tax Clearance Application be in progress, then proof from SARS must be provided that an application is in progress.
- 6.2 In order to meet this requirement, Bidders are required to obtain from SARS and complete in full the "Application for a Tax Clearance Certificate" and submit it to any SARS branch office nationally.
- 6.3 The original, valid Tax Clearance Certificate / proof of tax compliance must be submitted together with the bid/ bid proposal. Failure to submit the original, valid Tax Clearance

certificate / proof of tax compliance will result in the bid/ bid proposal being invalidated.

**Certified copies of the Tax Clearance Certificate will not be accepted.**

## 7. PREFERENCE POINTS CLAIM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS OF 2017

The preference point system will be applied in the adjudication of all qualifying Bids.

NB: BIDDER SHOULD STUDY THE GENERAL CONDITIONS, DEFINITIONS, AND DIRECTIONS IN RESPECT OF THE PREFERENCE POINT SYSTEM APPLICABLE TO B-BBEE AND PRICE.

### 7.1 BID EVALUATION POINTS

**7.1.1** The following formula will be used to calculate the total points awarded  $TP = \text{Price} + \text{Functionality} + \text{BBBEE}$   
Where, TP = Total points scored

**7.1.2 Functionality Points:** The Bid Specifications Committee have set minimum **75** points on functionality requirements to be met by Bidder before their bid qualify for price and BBBEE evaluation. Functionality requirements will include technical capacity to deliver, expertise, knowledge and understanding of the service to be provided, relevant track record in the industry and other such requirements.

**7.1.2.1** In this instance, the Bid Specifications Committee have decided and stipulated the functionality requirement of 75 points will be required before the price and BBBEE evaluation and before awarding of the bids.

**7.1.2.2** The total points awarded for price will not exceed **80**.

### 7.2 SCORING METRICS

In summary the scoring matrix is as follows:

<b>Functionality</b>	<b>100 Points</b>
<b>Price</b>	<b>80 Points</b>
<b>B-BBEE</b>	<b>20 Points</b>
<b>TOTAL</b>	<b><u>100</u></b>

- The bidder obtaining the highest number of points will be awarded the bid.
- Preference points shall be calculated after prices have been brought to a comparative basis taking into account all factors of non-firm prices and all unconditional discounts.
- Points scored will be rounded off to two decimal places.
- In the event that two or more bids have scored equal total points or provides same bid, the successful bid must be the one scoring the highest number of preference points for B- BBEE, in the event the B-BBEE points are equal, the bidder scoring the highest points on functionality will be the preferred bidder.
- Should two or more bids be equal in all respects, the award shall be decided by the drawing of lots.

- ❖ A trust, consortium or joint venture, will qualify for points for their B-BBEE status level as a legal entity, provided that the entity submits their B-BBEE status level certificate.
- ❖ A trust, consortium or joint venture will qualify for points for their B-BBEE status level as an unincorporated entity, provided that the entity submits their consolidated B-BBEE scorecard as if they were a group structure and that such a consolidated B-BBEE scorecard is prepared for every separate bid.



B-BBEE Status Level of Contributor	Number of Points
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

- The SMU may request additional information, clarification or verification in respect of any information contained in or omitted from a bidder submission. This information will be requested in writing;
- The SMU may conduct a due diligence on any bidder, which may include interviewing customer references or other activities to verify a bidder track record or other information and capabilities( Including visiting the bidder various premises and/or sites to verify certain stated information or assumptions) and in this instances the bidder will be obliged to provide the SMU with all necessary access, assistance and/or information which the SMU may reasonably request and to respond within the given time frame set by the SMU.
- The SMU may enforce whatever measures it considers necessary to ensure the confidentiality and integrity of the contents of the proposal.
- The SMU may call shortlisted bidders for presentations and interviewing of the project managers.
- The SMU reserves the right to withdraw, accept or reject any bid below the reserved property price from the bidders.

#### **8. PRICE DECLARATION BY THE BIDDER**

I/ We have examined the information provided in your bid document and bid to undertake the work prescribed in accordance with the requirements as set out in the bid document. The bid price quoted in this bid is valid for the stipulated period. I/We confirm the availability

of the proposed team members. I/We confirm that this bid will remain binding upon us and may be accepted by you at any time before the expiry date.

**8.1 Pricing Schedule for this bid**

**All prices in SA Rand and VAT inclusive**

All other additional information must be detailed separately.

Name and Surname: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Are you duly authorized? To commit this bid: Yes or No

Capacity under which this bid is signed \_\_\_\_\_

**TOTAL BID PRICE R**  
.....

**THE AMOUNT IN WORDS**.....

**8.2 VALIDITY OF THE BID FOR THE PERIOD OF ACCEPTANCE**

The bidder is required to complete the following information on the duration for acceptance of the bid, as follows:

The bid holds price fixed until \_\_\_\_\_  
*(State alternative period if less than 90 days after Bid closure, and 1 year After the bid bid)*

Print Name: \_\_\_\_\_

Signature of bidder: \_\_\_\_\_

Name of Company: \_\_\_\_\_

Date: \_\_\_\_\_

## 9. DECLARATION OF INTEREST

**9.1** Any legal person, including persons employed by the Sefako Makgatho Health Sciences University, or persons having a kinship with persons employed by the Sefako Makgatho Health Sciences University, including a blood relationship, may make a bid or bids in terms of this invitation to submit bid (includes a price quotation, advertised bid, limited bid or proposal). In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons employed by the Sefako Makgatho

Health Sciences University, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority where:

**9.1.1** the bidder is employed by the Sefako Makgatho Health Sciences University; and/or

**9.1.2** the legal person on whose behalf the bid document is signed, has a relationship with persons/a person who are/is involved in the evaluation and or adjudication of the bid(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarant acts and persons who are involved with the evaluation and or adjudication of the bid.

**9.2 In order to give effect to the above, the following questionnaire must be completed.** Full Name of bidder or his or her representative: \_\_\_\_\_

\_\_\_\_\_ Identity Number: \_\_\_\_\_

Position occupied in the Company (director, shareholder):

\_\_\_\_\_ Company Registration Number: \_\_\_\_\_

Tax Reference Number: \_\_\_\_\_

VAT Registration Number: \_\_\_\_\_

**9.3** The names of all directors /shareholders / members, their individual identity numbers, tax reference numbers and, if applicable, employee numbers must be indicated in below.

**9.4** "Shareholder" means a person who owns shares in the company and is actively involved in the management of the enterprise or business and exercises control over the enterprise.

**9.5** Are you or any person connected with the bidder presently employed by the state? **YES / NO** If so, furnish the following particulars:

Name of person (s) / director(s) / trustee(s) / shareholder(s)/ member \_\_\_\_\_

\_\_\_\_\_

Name of the division(s) at which you or the person connected to the bidder is employed:

\_\_\_\_\_

Position occupied at Sefako Makgatho Health Sciences University:

\_\_\_\_\_

Any other particulars: \_\_\_\_\_

**9.6** If you are presently employed by the Sefako Makgatho Health Sciences University, did you obtain the appropriate authority to undertake remunerative work outside employment in the Sefako Makgatho Health Sciences University? **YES / NO**

**9.7** If yes, did you attached proof of such authority to the bid document **YES / NO** (Note: Failure to submit proof of such authority, where applicable, may result in the disqualification of the bid)

If no, furnish reasons for non-submission of such proof: \_\_\_\_\_

**9.8** Did you or your spouse, or any of the company's director's trustees / shareholders / members or their spouses conduct business with the University in the previous twelve months? **YES / NO**

If so, furnish particulars:

\_\_\_\_\_

**9.9** Do you, or any person connected with the bidder, have any relationship (family, friend, other) with a person employed by the state and who may be involved with the evaluation and or adjudication of this BID? **YES / NO**

If so, furnish particulars:

\_\_\_\_\_

**9.10** Are you, or any person connected with the bidder; aware of any relationship (family, friend, other) between any other bidder and any person employed by the state who may be involved with the evaluation and or adjudication of this BID? **YES / NO**

If so, furnish particulars:

\_\_\_\_\_

**9.11** Do you or any of the partners / directors / trustees / shareholders / members of the company have any interest in any other related companies whether or not they are bidder for this contract? **YES / NO**

If so, furnish particulars:

\_\_\_\_\_

\_\_\_\_\_

**9.12 Full details of directors/ trustees / members/ shareholders.**

Full Name	Identity Number	Personal Reference Number	Tax Reference Number	University employee personnel number

### 9.13 Declaration

I, THE UNDERSIGNED (NAME) \_\_\_\_\_  
CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 2 and 3  
ABOVE IS CORRECT. I ACCEPT THAT THE SEFAKO MAKGATHO HEALTH  
SCIENCES UNIVERSITY MAY REJECT THE BID OR ACT AGAINST ME  
SHOULD THIS DECLARATION PROVE TO BE FALSE.

\_\_\_\_\_  
Name and Surname of the bidder

\_\_\_\_\_  
Date

\_\_\_\_\_  
Position

\_\_\_\_\_  
Signature

## 10. PREFERENCEPOINTS CLAIM FORM

This preference claim form must form part of all BIDs submitted. Before completing this form, Bidders must study the General Conditions and Definitions in respect of B-BBEE. This form serves as a claim form for preference points for Broad-Based Black Economic Empowerment (B-BBEE) Status Level of Contribution and it must be completed by Bidders claiming points in respect of B-BBEE Status Level of Contribution.

### 10.1 Claim Declaration

Bidders who claim points in respect of B-BEE Status Level Contribution must complete and provide the following information:

### 10.2 B-BBEE Status Level of Contribution \_\_\_\_\_ (Maximum of 20 points (see above))

(Points claimed must be substantiated by means of a B-BBEE certificate issued by a Verification Agency accredited by SANAS or a sworn affidavit).

## 11. DECLARATION WITH REGARD TO COMPANY/ FIRM

11.1 Name of company/ firm \_\_\_\_\_

11.2 VAT registration number (if applicable): \_\_\_\_\_

11.3 Company registration number: \_\_\_\_\_

11.4 TYPE OF COMPANY/ FIRM [Tick Applicable Box]

- One-person business/sole propriety
- Close corporation
- Company
- (Pty) Limited
- Partnership

11.5 DESCRIBE PRINCIPAL BUSINESS ACTIVITIES

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11.6 COMPANY CLASSIFICATION [TICK APPLICABLE BOX]

- Manufacturer
- Supplier
- Professional service provider
- Bus transport company
- Other Transport Service Provider etc.

11.7 Total number of years the company/firm has been in business? \_\_\_\_\_

11.8 I/we, the undersigned, who is / are duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the B-BBEE status level of contribution indicated in paragraph 9 of the foregoing certificate, qualifies the company/ firm for the preference(s) shown and I / we acknowledge that:

11.8.1 The information furnished is true and correct;

11.8.2 The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form.

- 11.8.3** In the event of a contract being awarded as a result of points claimed as shown in paragraph 7, the contractor may be required to furnish documentary proof to the satisfaction of the Sefako Makgatho Health Sciences University that the claims are correct;
- 11.8.4** If the B-BBEE status Level of contribution has been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the Sefako Makgatho Health Sciences University may, in addition to any other remedy it may have to:
- 11.8.4.1 disqualify the person from the bid process;
  - 11.8.4.2 recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
  - 11.8.4.3 cancel the contract and claim any damages which it has suffered as a result of having to make less favorable arrangements due to such cancellation;
  - 11.8.4.4 restrict the bidder or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, from obtaining business from the Sefako Makgatho Health Sciences University for a period not less than 10 years, after the *Audi alteram partem* (hear the other side) rule has been applied; and
  - 11.8.4.5 Forward the matter for criminal prosecution.

**WITNESSES:**

\_\_\_\_\_  
Name and Surname of witness 1

\_\_\_\_\_  
Date

\_\_\_\_\_  
Position

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name and Surname of witness 2

\_\_\_\_\_  
Date

\_\_\_\_\_  
Position

\_\_\_\_\_  
Signature

**12. DECLARATION OF BIDDER'S PAST SUPPLY CHAIN MANAGEMENT PRACTICES**

**12.1** This document serves as a declaration to be used by institutions in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse of the supply chain management system.

**12.2** The Bid of any bidder may be disregarded if that bidder, or any of its directors have:

- 12.2.1** Abused the Sefako Makgatho Health Sciences University's supply chain management system;
- 12.2.2** Committed fraud and or bribery or any other improper conduct in relation to such system; or
- 12.2.3** Failed to perform on any previous contract.

**12.3** In order to give effect to the above, the following questionnaire must be completed and submitted with the Bid.

Item	Question	Yes	No
i.	<p>Is the bidder or any of its directors listed on the National Treasury's Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector? (Companies or persons who are listed on this database were informed in writing of this restriction by the Accounting Officer/Authority of the institution that imposed the restriction after the <i>audi alteram partem</i> rule was applied).</p> <p><b>The Database of Restricted Suppliers now resides on the National Treasury's website <a href="http://www.treasury.gov.za">www.treasury.gov.za</a></b></p>		
	If so, furnish particulars		
ii	<p>Is the bidder or any of its Directors listed on the Register for BID Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)?</p> <p><b>The Register for bidder Defaulters can be accessed on the National Treasury's website <a href="http://www.treasury.gov.za">www.treasury.gov.za</a></b></p>		
	If so, furnish particulars		
lii	Is the bidder or any of its directors convicted by a court of Law (including a court outside of the Republic of South Africa) for fraud or corruption during the past five years?		
	If so, furnish particulars		
iv	Is any contract between the bidder and any organ of state terminated during the past five years on account of failure to perform on or comply with the contract?		

	If so, furnish particulars
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I, THE UNDERSIGNED FULL NAME \_\_\_\_\_ CERTIFY THAT  
THE INFORMATION FURNISHED ON THIS DECLARATION FORM IS TRUE  
AND CORRECT.

\_\_\_\_\_  
Name and Surname of the bidder

\_\_\_\_\_  
Date

\_\_\_\_\_  
Position

\_\_\_\_\_  
Signature

### **13. CERTIFICATE OF INDEPENDENT BID DETERMINATION**

- 13.1** Section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, prohibits an agreement between, or concerted practice by, firms, or a decision by an association of firms, if it is between parties in a horizontal relationship and if it involves collusive bid (or bid rigging). Collusive bid is a *per se* prohibition meaning that it cannot be justified under any grounds.
- 13.2** Treasury Regulation 16(A)9 prescribes that accounting officers and accounting authorities must take all reasonable steps to prevent abuse of the supply chain management system and authorizes accounting officers and accounting authorities to:
- 13.2.1** Disregard the bid of any bidder if that bidder or any of its directors have abused the institution's supply chain management system and or committed fraud or any other improper conduct in relation to such system.
  - 13.2.2** Cancel a contract awarded to a supplier of goods and services if the supplier committed any corrupt or fraudulent act during the bidder process or the execution of that contract.
- 13.3** This form serves as a certificate of declaration that would be used by the Sefako Makgatho Health Sciences University to ensure that, when bids are considered, reasonable steps are taken to prevent any form of bid -rigging.
- 13.4** In order to give effect to the above, the attached Certificate of bid Determination must be completed and submitted with the bid:

**CERTIFICATE OF INDEPENDENT BIDDER TERMINATION**

I, the undersigned, in submitting the accompanying bid: \_\_\_\_\_

(RFQ Number and Description) in response to the invitation for bid made by: \_\_\_\_\_(Name of Institution) do hereby make the following statements that I certify to be true and complete in every respect:

I certify, on behalf of: \_\_\_\_\_ that: (Name of bidder)

- i. I have read and I understand the contents of this Certificate;
- ii. I understand that the accompanying bid will be disqualified if this Certificate is found not to be true and complete in every respect;
- iii. I am authorized by the bidder to sign this Certificate, and to submit the accompanying bid, on behalf of the bidder;
- iv. Each person whose signature appears on the accompanying bid has been authorized by the bidder to determine the terms of, and to sign the bid, on behalf of the bidder;
- v. For the purposes of this Certificate and the accompanying bid, I understand that the word "competitor" shall include any individual or organization, other than the bidder, whether or not affiliated with the bidder, who:
  - a. Has been requested to submit a bid in response to this bid invitation;
  - b. Could potentially submit a bid in response to this bid invitation, based on their qualifications, abilities or experience; and
  - c. Provides the same goods and services as the bidder and/or is in the same line of business as the bidder.
- vi. 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 will not be construed as collusive.
- vii. In particular, without limiting the generality of paragraphs via above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:
  - a. Prices;
  - b. Geographical area where product or service will be rendered (market allocation)
  - c. Methods, factors or formulas used to calculate prices;
  - d. The intention or decision to submit or not to submit, a bid;
  - e. The submission of a bid, which does not meet the specifications and conditions of the bid; or
  - f. Bidders with the intention not to win the bid.
- viii. In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications and conditions or delivery particulars of the products or services to which this bid invitation relates.
- ix. 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.

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 Sefako Makgatho Health Sciences University for a period not less than ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

\_\_\_\_\_  
Name and Surname of the Bidder

\_\_\_\_\_  
Date

\_\_\_\_\_  
Position

\_\_\_\_\_  
Signature



## **TERMS OF REFERENCE FOR THE APPOINTMENT OF A SERVICE PROVIDER TO REVIEW THE CURRENT ORGANISATIONAL STRUCTURE OF LIBRARY SERVICES TO BE ALIGNED TO SMU STRATEGY 2024-2028**

### **1. PURPOSE**

These Terms of Reference aim to appoint a suitable, competent, experienced, and qualified service provider to review and align the Sefako Makgatho Health Sciences (SMU) Library and Information Services Departmental structure.

### **2. BACKGROUND**

The current structure of Library Services was reviewed in 2018. And according to the preliminary assessment, this structure will not enable Library Services Team to achieve the strategic goals that are in line with the new SMU Strategic Plan (2024-2028). Hence it is important that the current structure must be reviewed in order to ensure that it is aligned with the University's latest Strategic Plan.

So much has changed since 2018 especially when it comes to 4<sup>th</sup> Industrial Revolution and Digital Learning in institutions of higher learning. Therefore, in order for SMU to embrace these latest developments. it must ensure that it has the workforce that has that capacity and competencies that will ensure that Library Services Department delivers quality services to students and the entire University staff when it comes to research and innovation.

The Library Services Department advances teaching, learning, research, and community engagement by providing access to quality information resources and services, technology, learning spaces, and staff expertise. This role is acknowledged in the SMU strategic plan 2024-2028 as a Key Success Factor Two (KSF 2) of the academic project.

To support the SMU Strategic Plan (2024-2028) Library Services developed its own comprehensive 2024-2028 Departmental Plan encompassing the following eight (8) Key Strategic Objectives:

#### **Objective 1:**

Advance Learning and teaching: Provide supportive, inclusive, and transformative physical and virtual services to support and advance teaching and learning.

#### **Objective 2:**

Advance research, scholarly communication, and open science initiatives

**Objective 3:**

Deploy library systems and technologies that are interoperable with other university systems.

**Objective 4:**

Ensure stable, accessible, and discoverable digital platforms.

**Objective 5:**

Creating an inclusive, diverse, and sustainable working environment.

**Objective 6:**

Community engagement & collaborations and partnerships at institutional, national, regional, and international levels.

**Objective 7:**

Quality Management of the Directorate.

For Library Information Service Department to achieve the above strategic objectives, it is imperative to review the current structure.

**3. SCOPE OF WORK AND PROJECT EXPECTED DELIVERABLES**

3.1 Collect relevant information and data from the Director Library and Information Services (LIS), Library Management Committee (LMC), and other library staff as required.

3.2 Conduct workshops with the following relevant stakeholders to address fundamental change management aspects.

- Human Resources Director
- Library Management
- Library Staff

3.3 Review and align the LIS Organizational structure in line with:

- National and International Benchmarks;
- Similar size academic libraries;
- Develop job profiles and job descriptions for new positions – (if any)
  
- Review the business processes
- Review the current structure.
- Recommend closing the identified capacity and skills gap;
- Conduct diligence and analysis of the current job descriptions to determine if they are in line with the new proposed structure.
- Develop an appropriate structure for LIS Department for the institution of the size and strategic direction of SMU; and
- Submit the report with the recommendation on the implementation of the organizational structure.

#### **4. DURATION OF THE PROJECT**

The project should take three months from the date of the appointment of the service provider.

#### **5. OBLIGATIONS**

The service provider will:

- Act professionally in all matters that relate to this assignment.
- Be responsible for their working equipment.
- Attend all meetings with relevant stakeholders as required; and
- Treat all SMU information with strict confidentiality.

#### **6. REPORTING REQUIREMENT**

Service Provider shall report to the Deputy Vice Chancellor: Academic (DVC). The Service Provider shall twice a month, supply SMU with a summarized written report to the DVC. It is envisaged that SMU will require an initial meeting with the successful service provider to agree on the project process and options to be investigated. Progress meeting feedback shall be held virtually or face-to-face as and when necessary, but at least once in two weeks until completion of the project.

#### **7. PRESENTATION**

Shortlisted or preferred service provider may be required to make a presentation SMU's representatives.

#### **8. CONFIDENTIALITY OF INFORMATION**

The names of all the members of the service provider team must be disclosed for the project for prior approval of SMU. Any changes, replacements and or additions should be submitted for prior approval of the University. All members will have to sign a non-disclosure agreement before project commencement and may be required to undergo security screening and tests as the University deems necessary.

Service provider shall keep confidential and shall not, without the written consent of the University and/or its duly authorized official use, copy or communicate to any person the terms and conditions, documents or other information furnished directly or indirectly by SMU, except as strictly necessary for the purpose of this contract.

## 9. EVALUATION CRITERIA

### 9.1. Stage: 1 Mandatory Requirements

The following should be submitted as mandatory compliance documents. (Failure to submit any of the listed valid documents may disqualify your bid):

	Item	Remarks
	A company profile detailing a proven track record and experience in the review and alignment of organizational structure in the higher education sector	
	Business registration certificate from the Companies and Intellectual Property Commission (CIPC)	
	Copies of Identity Documents of all the directors/trustees/members/ shareholders	
	Resolution of director(s) (authority to sign)	
	Proof of tax compliance status e.g., valid tax compliance certificate or personal identification number (PIN) issued by South African Revenue Services (SARS)	
	Original proof of business residential address attached (Service providers must attach proof of residence clearly stating the physical address in the form of a letter of traditional authority, lease agreement, or municipal rates statement.)	
	Proof of most recent Central Supplier Database (CSD) Registration, printed within the month of publication of the bid	
	<p>For partnerships, Joint Ventures, Consortiums and cooperatives, the following requirements should be complied with:</p> <p>Partnership</p> <p>The partners to submit a signed partnership agreement.            Each partner to submit its mandatory compliance documents as required/            each partner to be compliant on its own.            The partnership to delegate a partner/s to be appointed and designated to sign on behalf of the Partnership.            Letter of appointment of the partner/s to be submitted s proof of delegation of authority to sign.            Bank account in the name of the partnership.            B-BEEE certificate of each partner. The lowest B-BBEE claim by one of the partner will be considered for evaluation purposes.</p> <p>Joint Venture</p> <p>Registration document of a Joint venture form the CIPC.            The members to submit a signed joint venture agreement if incorporated. If the Joint venture is not incorporated it will be treated like a partnership.</p>	

	<p>Each member/entity to submit its mandatory compliance documents as required/ each member to be compliant on its own.</p> <p>The Joint venture to delegate a partner/s to be appointed and designated to sign on behalf of the Joint venture.</p> <p>Letter of appointed member/s to sign as proof of delegation of authority. Bank account in the name of the Joint venture.</p> <p>A joint valid B-BEEE certificate to be submitted. Consortiums</p> <p>Members to submit a Consortium agreement.</p> <p>Each member/entity to submit its mandatory compliance documents as required/ each member to be compliant on its own.</p> <p>The Consortium to delegate a member/s to be appointed and designated to sign on behalf of the Consortium.</p> <p>Letter of appointed member/s to sign as proof of delegation of authority. Bank account/Bank accounts in the name of the Consortium.</p> <p>A joint valid B-BEEE certificate to be submitted</p>	
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A valid joint or non-joint (partnership) B-BBEE certificate from accredited verification companies for Large Enterprises with a turnover threshold exceeding R50M or a Sworn Affidavit for EME with a turnover threshold of up to R10M or a Sworn Affidavit for QSE with a turnover threshold of above R10M and below R50M. Non submission of the valid B-BBEE certificate or Sworn Affidavit or B-BBEE contribution level or letter from a qualified or certified accountant will result Zero (0) allocation of points.

## 9.2. Stage 2: Evaluation in terms of Functionality

Proposals will be evaluated on price and functionality in accordance with the SMU Procurement Policy, 80/20 principles of evaluation will be applicable. Service providers must score at least 75 points on functionality before they can be considered for price and BBBEE.

Criterion	Key Components	Score
<b>Company Experience</b> <i>(Please attach Contactable Reference Letters)</i>	<ul style="list-style-type: none"> <li>• 5 or more Reference Letter(s) in conducting review of organisational structure of an academic library within the higher education sector. (25 Points)</li> <li>• 4 Reference Letter(s) in conducting review of organisational structure of an academic Library within the higher education sector. (20 Points)</li> <li>• 3 Reference Letter(s) in conducting review of organisational structure of an academic library within the higher education sector (15 Points)</li> <li>• 2 Reference Letter(s) in conducting review of organisational structure of an academic library within the higher education sector. (10 Points)</li> <li>• 1 Reference Letter(s) in conducting review of the organisational structure of an academic library within the higher education sector. (5 Points)</li> <li>• 0 Reference Letter(s) in conducting review of organisational structure of an academic library within the higher education sector. (0 Points).</li> </ul> <p>Service provider is required to submit letter of reference stating the value of the contract and term. Letter must be in the letterhead of the client.</p>	<b>25 Points</b>
<b>Project Lead - Experience</b> <i>(Please attach CV of Project Lead with experience in conducting review of organisational structure for University Library)</i>	<ul style="list-style-type: none"> <li>• Project Lead has over 5 years' in conducting review of organisational structure for University Library - <b>(20 points)</b></li> <li>• Project Lead has over 4 to 5 years' in conducting review of organisational structure for University Library <b>(15 points)</b></li> <li>• Project Lead has over 3 to 4 years' in conducting review of organisational structure for University Library <b>(10 points)</b></li> <li>• Project Lead with less than 3 years or no work experience in conducting a review of organisational structure for the University Library - <b>(0 points)</b>.</li> </ul>	<b>20 points</b>
<b>Project Lead - Qualification</b> <i>(Please attach Qualification)</i>	<p>Team leader must have a master's degree in LIS Postgraduate Degree in Human Resource Management/Human Resource Development/ Industrial Psychology or equivalent.</p> <ul style="list-style-type: none"> <li>• NQF level 10 = <b>(20 points)</b></li> <li>• NQF level 9 = <b>(15 points)</b></li> <li>• NQF level 8 = <b>(10 points)</b></li> <li>• NQF level 7 or below = <b>(0 points)</b></li> </ul>	<b>20 points</b>

<b>Resource – Experience</b> <i>(Please attach CV of one resource with experience in conducting skills audit)</i>	<ul style="list-style-type: none"> <li>• Resource has over 3 years’ years’ in conducting comprehensive review of organisational structure within the higher education sector - <b>(10 points)</b></li> <li>• Resource has over 1 to 3 years’ years’ in conducting comprehensive review of organisational structure within the higher education sector - <b>(5 points)</b></li> <li>• Resource has no work years’ in conducting comprehensive review of organisational structure within the higher education sector - <b>(0 points)</b>.</li> </ul>	<b>10 points</b>
<b>Project Management</b> <i>(Please attach Detailed Project/ Execution Plan and Management should be attached)</i>	<ul style="list-style-type: none"> <li>• Detailed project plan with project deliverables and detailed logistics Plan, milestones, scope, schedule, cost, training plan resources &amp; change management plan = <b>(25 points)</b></li> <li>• Project plan with project deliverables logistical plan, milestones, scope, schedule, cost, training plan &amp; resources = <b>(20 points)</b></li> <li>• Project plan with project deliverables inadequate logistical plan, milestones, scope, schedule, cost, training plan &amp; resources = <b>(15 points)</b></li> <li>• Inadequate Project Plan and logistical plan and with project deliverables, milestones, scope, schedule, cost, training plan &amp; resources = <b>(10 point)</b></li> <li>• No Project and logistical plan= <b>(0 points)</b></li> </ul>	<b>25 points</b>
	<b>Minimum Points = 75</b>	<b>100</b>

9.1. Stage 3: Evaluation in terms of PPPFA (Price and B-BBEE

All proposals meeting the minimum points on functionality may be subject to presentation. Price and B-BBEE will be considered after the presentation has been conducted using the following formula:

Where:

Ps = Points scored for price of tender under consideration Pt = Rand value of tender under consideration

Pmin = Rand value of lowest acceptable tender

i. B-BBEE Evaluation:

A bidder must submit proof of its B-BBEE status level contributor. Failing to submit proof of B-BBEE status level of contributor or is a non-compliant contributor to B-BBEE may not be disqualified and will score 0 points out of 20 for B-BBEE. The allocation of points for B-BBEE is as follows

BBBEE Status Level of Contributor	Number of Points
<b>1</b>	<b>20</b>
<b>2</b>	<b>18</b>
<b>3</b>	<b>14</b>
<b>4</b>	<b>12</b>
<b>5</b>	<b>8</b>
<b>6</b>	<b>6</b>
<b>7</b>	<b>4</b>
<b>8</b>	<b>2</b>
<b>Non-complaint contributor</b>	<b>0</b>

## 10. PRICING SCHEDULE

ITEM NO.	ITEM DESCRIPTION	UNIT OF MEASURE	QTY	PRICE EXCLUDING VAT
1.	REVIEW THE CURRENT ORGANISATIONAL STRUCTURE OF LIBRARY SERVICES TO BE ALIGNED TO SMU STRATEGY 2024-2028	EACH	1	
VAT @ 15%				
TOTAL VAT INCLUSIVE				