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INVITATION FOR PROPOSALS

BID NO: MGSLG/BRS/001

CLOSING DATE: 10 SEPTEMBER 2026,11H00

TENDER NAME:
BRAND SPECIALIST

MATTHEW GONIWE SCHOOL OF LEADERSHIP & GOVERNANCE (MGSLG)

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1. INTRODUCTION

The Matthew Goniwe School of Leadership and Governance (MGSLG) is a Non-Profit Company (NPC) mandated to advance leadership, governance, and transformation in the education sector. In pursuit of its strategic objectives, MGSLG is strengthening its institutional brand positioning, visibility, and consistency across its platforms and stakeholder engagements.

MGSLG is also in the process of consolidating and positioning the MGSLG Higher Education Institution (HEI) as an integral part of its academic and training offering. The MGSLG HEI will be operating within the regulated higher education environment and must be positioned in a manner that reflects academic credibility, institutional maturity, and compliance with relevant regulatory expectations.

As MGSLG and MGSLG HEI continue to evolve, there is a need to ensure that both entities are supported by a clear, coherent, and professionally articulated brand identity, including consistent visual representation and messaging across all platforms and stakeholder engagements.

To support this institutional transition, MGSLG seeks to appoint a suitably qualified and experienced Branding Specialist to develop a coherent, credible, and sustainable institutional and academic brand architecture that strengthens visibility, differentiation, stakeholder trust, and long-term institutional positioning

2. PURPOSE OF THE ASSIGNMENT.

The purpose of this assignment is to:

- Develop a clear and differentiated brand identity for MGSLG and MGSLG HEI
- Establish a professional brand architecture between the two entities
- Enhance institutional credibility and stakeholder confidence
- Improve consistency across all communication and visual platforms
- Strengthen institutional visibility nationally and within the higher education sector
- Build internal capacity for sustainable brand governance and implementation

3. OBJECTIVE

The appointed Branding Specialist will be required to:

- Conduct a comprehensive institutional brand review and diagnostic assessment.
- Develop a strategic brand positioning framework for both entities.
- Defining a clear brand architecture model.
- Refine and modernize institutional visual identities.
- Develop unified messaging and narrative frameworks.
- Produce practical implementation tools, templates, and guidelines.
- Support institutional rollout, adoption, and change management.
- Build internal institutional branding capacity and governance systems.

4. SCOPE OF WORK OUTPUTS AND DELIVERABLES

NO	SCOPE OF WORK	OUTPUTS AND DELIVERABLES
1.	Brand and Diagnostic Assessment	Institutional Diagnostic and Assessment report
2.	Brand Strategy and Positioning Develop comprehensive brand strategies for MGSLG and the MGSLG HEI	Institutional Brand Strategy Framework
3.	Brand Architecture development Develop a clear institutional relationship model between MGSLG and MGSLG HEI	Brand Architecture and Positioning Model
4.	Visual Identity Development Review, refine and modernise visual identity systems	Updated Visual Identity systems Approved visual asset package and Logo files
5.	Brand Guidelines and Templates Develop comprehensive institutional brand manuals	MGSLG Brand Guidelines Manual MGSLG HEI Brand Guidelines Manual Editable Institutional Templates
6.	Messaging and Narrative Development Develop a consistent institutional messaging framework.	Messaging and Narrative Framework
7.	Digital communication Alignment Support implementation across: - Website platforms - Social media channels - Academic materials - Marketing collateral - Public communication channels	Digital brand alignment recommendations Communication Rollout toolkit
8.	Brand Implementation and Change Management Provide implementation and adoption support	Brand rollout and Change Management Plan Training materials
9.	Brand Governance and Sustainability Develop recommendations for: - Institutional brand governance - Approval processes - Brand custodianship - Long-term implementation sustainability - Monitoring and compliance	Brand Governance Framework
10.		Final Close-Out Report with Recommendations

5. EVALUATION PROCESS

The Evaluation Process comprises the following 3 stages;

5.1 STAGE 1 Pre-evaluation stage/ mandatory documents

During this phase bid documents will be reviewed to determine compliance with tax matters and whether valid tax clearance certificates have been submitted with the bid documents at closing date and time of bid.

Bidders must attach the following mandatory returnable documents in order to be considered for this bid:

1. Valid tax clearance certificate copy accompanied by a pin for further verification,
2. Certified ID(s) copies of company director(s)
3. Certified Proof of company registration
4. Proof of registration on National Treasury Central Supplier Database (CSD) not older than one month.
5. Company municipal rates, electricity/water account not older than three months, proof of Residential lease, or sworn affidavit if the business operates at a place of residence.
6. Completed and signed Standard Bidding Document (SDB) attached in the tender document.
7. Proof of company banking details e.g. bank letter with bank stamp, Company bank statement, code rating letter from the bank or any physical proof from the bank, the evidence must not be older than three months.
8. Confirmation from Institute of Internal Audit (IIA-SA) that proposed team members, who are members, are members in good standing with IIA

Failure to submit all of the above mentioned document may result in the disqualification of the bid.

9. Verification documents for points claimed for specific goals;
 - a. Certified copies of company directors IDs,
 - b. CSD summary report not older than 1 month from the closing date,
 - c. Certified copy of CIPC Company registration document
 - d. Valid BBBEE certificate
 - e. Completed SBD Preference Points claim form

Failure to submit the above will result in points not being awarded for specific goals

5.2 STAGE 2 Technical/Functionality Evaluation

Bids will be evaluated strictly according to the bid evaluation criteria stipulated in this section. During this stage bidders' responses will be evaluated for functionality based on achieving a minimum score of seventy five percent (75%). Bidders who obtain less than 75% in the functionality points will be regarded as non-responsive and will be eliminated from the evaluation process.

Bidders must, as part of their bid documents, submit supportive documentation for all technical requirements as indicated in this document. The panel responsible for scoring the respective bids will evaluate and score all bids based on their submissions and the information provided.

Bidders will not rate themselves, but need to ensure that all information is supplied as required. The Bid Evaluation Committee (BEC) will evaluate and score all responsive bids and will verify all documents submitted by the bidders.

The panel members will individually evaluate the responses received against the following criteria as set out below:

5.3 Evaluation Criteria

EVALUATION CRITERIA	POINTS	WEIGHT
1A. Relevant Experience The bidder must demonstrate 5 or more years experience in developing and implementing branding, corporate identity, brand positioning, visual identity systems and related communication strategies. The bidder must provide a company profile detailing relevant projects along with the company registration document. Points will be allocated as follows:		30
10 or more years relevant experience 8 - 9 years relevant experience 7 - 5 years relevant experience 4 or less years relevant experience	10 8 6 0	
1B. Relevant Experience Reference letters, letters of recommendations or completion certificates. Bidders must submit letters from clients of previous similar work done. The experience must be related to scope of services as indicated in this document, if not, the letter will not be considered. The letter must be signed and stamped by relevant representative of the client and it must be submitted in the client's letter head with contact details. Bidders may submit signed purchase orders/letters of appointment on condition they are supported by a completion certificate. These must be on the client letterhead with contact details. References submitted may be verified by MGSLG using the Reference Template in Annexure A The reference will be scored as follows:	20	
Five relevant and positive reference letters Four relevant and positive reference letters Three relevant and positive reference letters Two relevant and positive reference letters One relevant and positive reference letter	20 16 12 8 4	
2. TECHNICAL APPROACH AND METHODOLOGY The bidder should provide a clear, practical, and comprehensive methodology demonstrating how the branding assignment will be executed, including stakeholder engagement, research, brand development, validation, implementation, and quality assurance processes. The methodology should include a project implementation framework.		25

EVALUATION CRITERIA	POINTS	WEIGHT
Points will be allocated based on the project methodology which is structured as follows: Comprehensive methodology demonstrating innovation, stakeholder engagement, risk management, and quality assurance measures. Adequate methodology covering major project activities. Generic methodology with limited detail. Non-submission	25 15 10 0	
3. UNDERSTANDING OF INSTITUTIONAL CONTEXT (PUBLIC/HIGHER EDUCATION) The bidder should demonstrate an understanding of branding requirements within government entities, public institutions, state-owned entities, higher education institutions, or similar organizations. The proposal should reflect awareness of governance, stakeholder management, and public accountability requirements. The bidder should provide evidence such as reference letters, completion certificates, project summaries, appointment letters, or portfolio examples of similar branding work in the public sector, state-owned entities, higher education institutions, or comparable organisations, demonstrating understanding of governance, stakeholder management, public accountability, and regulated institutional environments.		15%
Strong understanding supported by multiple similar assignments in the public sector and/or higher education institutions. (3 or more similar projects) Moderate understanding with relevant sector experience. (1-2 similar projects) Limited understanding and no relevant sector experience. (Bidder has completed branding assignments generally, but no completed projects in the public sector, higher education, state-owned entities, or comparable institutional environments.) No demonstrated understanding of institutional context. (Bidder has provided no evidence of completed relevant projects and does not demonstrate understanding of the public/higher education institutional context.)	15 10 05 0	
4. PORTFOLIO OF SIMILAR ASSIGNMENTS The bidder must provide evidence of successfully completed branding assignments of similar scope and complexity. The portfolio should demonstrate creativity, consistency, quality of design, strategic alignment, and successful implementation. The bidder must provide a portfolio of completed projects, including samples of branding guidelines, identity manuals, logos and other related outputs Portfolio demonstrates exceptional quality, innovation, and relevance to institutional branding assignments. Portfolio demonstrates satisfactory quality and relevance. Limited portfolio with few relevant examples. No portfolio submitted.	15 10 05 0	15%

EVALUATION CRITERIA		POINTS	WEIGHT
3. TEAM COMPETENCE AND CAPACITY The proposed team should possess the appropriate qualifications, experience and technical expertise in branding, graphic design, communications, strategy, stakeholder engagement, and project management. The bidder must provide certified copies of qualifications, certifications and CV of the proposed team. Team is highly qualified with extensive branding and project delivery Team possesses adequate qualifications and relevant experience. Team lacks appropriate qualifications and/or experience. No team information provided.		10 06 03 00	10%
Rating	Suggested requirement	Points	
Highly qualified	Key team members have relevant qualifications/certifications in branding, graphic design, communications, marketing, strategy, stakeholder engagement and/or project management; 5 or more years’ relevant experience ; and proven delivery of similar branding assignments.	10	
Adequately qualified	Team members have relevant qualifications/certifications and 3–4 years’ relevant experience in branding, design, communications or related work.	6	
Not adequately qualified / limited	Team has limited qualifications and/or less than 3 years’ relevant experience , or limited evidence of technical expertise in the required areas.	3	
Not qualified	No CVs, qualifications, certifications, or team information provided.	0	
4. TEAM COMPETENCE AND CAPACITY- PROFESSIONAL CERTIFICATION AND OR AFFILIATION The bidder must provide a certified copy of the professional certification or affiliation certificate to the Marketing Association of South Africa or similar.		5	5%
Total		100%	
Minimum Qualifying Score		75%	

5.4 Minimum Qualifying Score

Each panel member will rate each individual criterion as per the above point allocation scales.

This score will be converted to a percentage and **only** bidders that have met or exceeded the minimum threshold of 75% for functionality will be evaluated and scored in terms of pricing and socio-economic goals as indicated hereunder.

Any proposal not meeting a **minimum score of 75%** on the technical proposal will be regarded as non-

responsive and it will not be evaluated further.

6. STAGE 3: PRICE/FINANCIAL EVALUATION

Price, inclusive of VAT, will be evaluated as indicated below.

- a) In terms of regulation 5 of the Preferential Procurement Regulations pertaining to the Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000), and regulations issued in 2022, responsive bids will be evaluated by MGSLG on the 80/20 – preference point for Broad-Based Black Economic Empowerment in terms of which points are awarded to bidders on the basis of:

- The bid price (maximum 80 points)
- Broad-Based Black Economic Empowerment as well as specific goals (maximum 20 points)

- b) The following formula will be used to calculate the points for price in respect of bids with a Rand value below R50 000 000.00:

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

Where

P_s = Points scored for comparative price of bid under consideration

P_t = Comparative price of bid under consideration, inclusive of VAT

$P_{\min}$ = Comparative price of lowest acceptable bid, inclusive of VAT

A maximum of 20 points may be awarded to a bidder for being a Broad-Based Economic Empowerment and/or subcontracting with a Broad-Based Black Economic Empowerment entity stipulated in the Preferential Procurement regulations. For this bid the maximum number of Broad-Based Black Economic Empowerment Status points that could be allocated to a bidder is indicated in the following section.

7. PREFERENTIAL POINTS

The Preferential Procurement Policy Framework Act 2000 (PPPFA) Regulations were gazetted on 8 June 2011 (No. 34350) and effective from 7 December 2011. These regulations require bidders to submit valid original or certified copies of their B-BBEE Status Level Certificates from a SANAS accredited verification agency and accredited auditing firm. The 80/20 preference points systems will be applied since the bid is estimated to be below R50 Million in accordance with the formula and applicable points provided for in the respective Regulations.

Criteria Applicable	Weight
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Price	80
Specific Goals	20

- a. The points scored by a bidder in respect of the specific goals will be added to the points scored for price.

The specific goals allocated points in terms of this tender	Number of points allocated	Number of points claimed(80/20 system) <u>To be completed by the tenderer</u>
Black ownership	100% = 8 points	
	99% - 51% = 4 points	
	50% - 30% = 2 points	
Black woman ownership	100% = 4 points	
	99% - 51% = 2 points	
Black youth ownership	100% = 4 points	
	99% - 51% = 2 points	
Township	100% = 4 points	
	99% - 51% = 2 points	

- b. Bidders are requested to complete the various preference claim forms in order to claim preference points.
- c. Only a bidder who has completed and signed the preference claim form will be considered.
- d. Supply Chain Management may, before a bid is adjudicated or at any time, require a bidder to substantiate claims it has made with regards to points claimed.
- e. Points scored will be rounded off to the nearest 2 decimals.
- f. In the event that two or more bids have scored equal total points, the contract will be awarded to the bidder scoring the highest number of points for specific goals. Should two or more bids be equal in all respects, the award shall be awarded to the bidder who scored the highest functionality points, should two or more bids be equal after this, the award shall be decided by drawing of lots..
- g. A contract may, on reasonable and justifiable grounds, be awarded to a bid that did not score the highest number of points.
- h. ***MGSLG reserves the right to arrange contracts with more than one contractor.***
- i. ***MGSLG reserves a right to withdraw, cancel or not to award this tender.***
- j. The bidder should apply for registration on the MGSLG Supplier Database. Application forms for registration are available on the MGSLG Website www.mgslg.co.za . The duly completed application form should be submitted together with the financial proposal.

Supply Chain Management (SCM) Unit will communicate with bidders for, among others, where bid clarity is sought, to obtain information or to extend the validity period. Any communication by any other form to any official or representative of MGSLG in respect of this bid between the closing date and the award of the bid by the bidder is prohibited.

9. PROHIBITION OF RESTRICTIVE PRACTICES

- a. In terms of section 4(1) of the Competition Act No. 89 of 1998, as amended, an agreement between, or concerted practice by, firms, or a decision by an association of firms, is prohibited if it is between parties in a horizontal relationship and if a bidder(s) is (are) or a contractor(s) was/were involved in:
 - Directly or indirectly fixing a purchase or selling price or any other trading condition
 - Dividing markets by allocating customers, suppliers, territories or specific types of goods or services; or
 - Collusive bidding.
- b. If a bidder(s) or contractor(s), in the judgement of the purchaser, has/have engaged in any of the restrictive practices referred to above, the purchaser may, without prejudice to any other remedy provided for, invalidate the bid(s) for such item(s) offered or terminate the contract in whole or in part and refer the matter to the Competition Commission for investigation and possible imposition of administrative penalties as contemplated in the Competition Act No. 89 of 1998

10. FRONTING

- a. MGSLG, in compliance with regulations, supports the spirit of Broad Based Black Economic Empowerment and recognises that real empowerment can only be achieved through individuals and businesses conducting themselves in accordance with the Constitution and in an honest, fair, equitable, transparent and legally compliant manner. Against this background the MGSLG condemns any form of fronting.
- b. MGSLG, in ensuring that bidders conduct themselves in an honest manner will, as part of the bid evaluation processes, conduct or initiate the necessary enquiries/investigations to determine that accuracy of the representation made in bid documents. Should any of the fronting indicators as contained in the Guidelines on Complex Structures and Transactions and Fronting, issued by the Department of Trade and Industry (DTI), be established during such enquiry/investigation, the onus will be on the bidder/contractor to prove that fronting does not exist. Failure to do so within 14 days from date of notification may invalidate the bid/contract and may also result in restriction of the bidder/contractor to conduct business with the public sector for a period not exceeding ten years, in addition to any other remedies MGSLG may have against the bidder/contractor concerned.
- c. The awarded bidder cannot sub-contract more than 25% of the total project value to the company that is non-compliant with B-BBEE companies.

11. NON - COMPULSORY BRIEFING

A briefing session will be held on **03 September 2026, 11h00** at the Vrededorp Campus of the Matthew Goniwe School of Leadership and Governance. This session will provide bidders an opportunity to clarify certain aspects of the process as set out in this document and to address any substantial issues they might have.

12. PRESENTATION

MGSLG may require presentation/interviews from shortlisted bidders as part of the bid process.

13. TIMEFRAMES AND FORMAL CONTRACT

Successful bidder(s) will be required to enter into formal contract with MGSLG for a period of 6 months.

14. PACKAGING OF BID

The bidder shall place both the sealed Technical Proposal and Price/Financial Proposal envelopes into an outer sealed envelope or package. The bid must be registered and submitted into the tender box in the Vrededorp Office reception.

The envelopes must be clearly marked as follows:

15. FUNCTIONALITY/TECHNICAL PROPOSAL

Bid No: MGSLG/BRS/001

Description: BRAND SPECIALIST

Bid Closing date and Time: 10 SEPTEMBER at 11h00.

Name and Address of Bidder:.....

In this envelope, the bidder shall only address the technical aspects of the bid.

16. PRICE/FINANCIAL PROPOSAL

Bid No: MGSLG/BRS/001

Description: BRAND SPECIALIST

Bid Closing date and Time: 10 SEPTEMBER 2026 at 11h00

Name and Address of Bidder:.....

In this envelope, the bidder shall only provide the mandatory documents and the price/financial proposal.

The Technical Proposal envelope and Financial Proposal envelope shall contain one original hard copy document, clearly marked "Original" and One (1) hard copies, clearly marked "Copy".

17.CONTACT DETAILS

MGSLG Supply Chain Management
Private Bag X9,
Melville, 2109

Postnet Suite 161,
Melville, 2109
Physical Address: 40 Hull Street, Vrededorp

For general enquiries:
procurement@mgsl.co.za

For technical enquiries:
procurement@mgsl.co.za

**The bidder is instructed to submit their proposals together with the following documents.
Failure to submit complete documentation will render the bidder's proposal null and void.**

18. DECLARATION OF INTEREST

1. Any legal person, including persons employed by the state¹, or persons having a kinship with persons employed by the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid (includes a price quotation, advertised competitive 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 state, 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/adjudging authority where-

- the bidder is employed by the state; and/or
- the legal person on whose behalf the bidding 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.

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

- 2.1 Full Name of bidder or his or her representative:
- 2.2 Identity Number:
- 2.3 Position occupied in the Company (director, trustee, shareholder²):
- 2.4 Company Registration Number:
- 2.5 Tax Reference Number:
- 2.6 VAT Registration Number:

- 2.6.1 The names of all directors / trustees / shareholders / members, their individual identity numbers, tax reference numbers and, if applicable, employee / persal numbers must be indicated in paragraph 3 below.

¹"State" means –

- (a) any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No. 1 of 1999);
- (b) any municipality or municipal entity;
- (c) provincial legislature;
- (d) national Assembly or the national Council of provinces; or
- (e) Parliament.

²"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.

- 2.7 Are you or any person connected with the bidder
presently employed by the state? **YES / NO**

2.7.1 If so, furnish the following particulars:

Name of person / director / trustee / shareholder/ member:

Name of state institution at which you or the person

connected to the bidder is employed :

Position occupied in the state institution:

Any other particulars:

.....
.....
.....

2.7.2 If you are presently employed by the state, did you obtain the appropriate authority to undertake remunerative work outside employment in the public sector? YES / NO

2.7.2.1 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.

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

.....
.....
.....

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

2.8.1 If so, furnish particulars:

.....
.....
.....

2.9 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

2.9.1 If so, furnish particulars.

.....

2.10 Are you, or any person connected with the bidder,
YES/NO

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?

2.10.1 If so, furnish particulars.

.....
.....
.....

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

2.11.1 If so, furnish particulars:

.....
.....
.....

Full details of directors / trustees / members / shareholders.

Full Name	Identity Number	Personal Reference Number	Tax Number	State Number Number	Employee / Peral

DECLARATION

I, THE UNDERSIGNED (NAME).....
CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 2 and 3 ABOVE IS CORRECT.
I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 23

OF THE GENERAL CONDITIONS OF CONTRACT SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....
Signature

.....
Date

.....
Position

.....
Name of bidder



30. **ANNEXURE A** TENDER REFERENCE REQUEST FORM

Please may we request that this reference is completed and returned electronically to procurement@mgsi.co.za.

TENDER NAME: BRAND SPECIALIST

TENDER NUMBER:MGS LG/

Reference in respect of:

Details of the person completing the reference:

NAME : _____

JOB TITLE : _____

COMPANY : _____

TELEPHONE NUMBER : _____

EMAIL ADDRESS : _____

Please provide a description of services/products/works successfully delivered /completed by this organisation for your business.

Date period	Value (R)	Description of services/products/works delivered/provided

ANNEXURE A continued.

Reference Questions

Please answer all of the following questions using the scoring method detailed below:

- 4 = Excellent
- 3 = Good
- 2 = Satisfactory
- 0 = Unsatisfactory

Question No	Question	Satisfaction Score
1	How do you rate the quality of the services delivered by this organisation?	
2	How well does/did this organisation manage the delivery of the services?	
3	For those involved in the delivery of services, how do you rate the organisation's staff in terms of competency and experience?	
4	How well does/did the organisation work in partnership with you and other stakeholders?	
5	How well the organisation does/did communicate with and involve service users and/or customers? (Did they provide regular updates over the course of the project)	
6	How effective and timely are/were they at responding to requests for information?	
7	How well do you consider the organisation met/meets the needs of your service users and/or customers? (Did they understand your business as a the client)	
8	How well does/did the organisation deliver the services to the agreed timescales?	
9	How well does/did the organisation deliver the services within the agreed budget?	
10	Would you recommend this organisation as a supplier to other organisations/businesses?	

Date:

Signature:

Company Stamp