**Invitation to Tender**

**Title:** A fullyIntegrated Grants Management, Financial Management, Human Resource Management, Procurement Management, and Inventory System

**Project:** FIN001-SYSTEMS2023

**Date:** 27th September 2023

**Procurement:** Lester Demmer - Procurement Manager

**Owner:** Susan Williams – Head of Finance

**Client:** The Pirbright Institute

**Table of Contents**

[1. Introduction 3](#_Toc146604315)

[2. Information 3](#_Toc146604317)

[3. About us 4](#_Toc146604320)

[4. Requirements Overview and Context 5](#_Toc146604321)

[5. Project Scope 5](#_Toc146604322)

[6. Key User Groups and Estimated Numbers 6](#_Toc146604323)

[7. Selection Process and Tender Submission Conditions 7](#_Toc146604324)

[8. Evaluation Methodology 7](#_Toc146604328)

[9 Tender Requirements 11](#_Toc146604329)

[10 Tender Submission 12](#_Toc146604332)

[11 Essential Management Requirements 14](#_Toc146604345)

[12 Key Project Milestones 15](#_Toc146604351)

# **1.Introduction**

# No hard copy documents will be issued, and it is the intention of The Pirbright Institute (the “Institute”) that all communications between Tenderers and the Institute will be conducted via email. To ensure all communications relating to this procurement are managed effectively and received in a timely manner, Tenderers must ensure that the contact details of its nominated recipient are accurate at all times.

# **2. Information**

**2.1 Finder a Tender Notice**

The Institute placed a notice in the Find a Tender dated 27th of September 2023 inviting Expressions of Interest in the form of a completed SQ Selection Questionnaire and Invitation to Tender (“ITT”) from parties wishing to be considered as potential Tenderers of a fully Integrated Grants Management, Financial Management, Human Resource Management, Inventory and Procurement Management System.

Tenderers are required to submit a single bid including all response inputs from their choice of partner organisations in the relevant areas to fully meet or exceed the full scope of requirements and services outlined in the tender, ensuring the Institute has sufficient understanding of the entire solution, its full implementation, ongoing support and associated costs with which to make a fully informed decision on the final preferred solution and provider.

**2.2 General Information**

No information contained in the ITT or in any communication made between the Institute and any Tenderer in connection with this ITT shall be relied upon as constituting a contract, agreement, or representation that any contract shall be offered in accordance with the ITT. The Institute reserves the right, subject to the appropriate procurement regulations, to change without notice the basis of, or the procedures for, this procurement process or to terminate the process at any time. Under no circumstances shall the Institute incur any liability in respect of the ITT or any supporting documentation or the preparation of Tenderer’s response.

Direct or indirect canvassing of any employee or agent by any Tenderer concerning this requirement, or any attempt to procure information from any employee or agent concerning the ITT, may result in the disqualification of the Tenderer from consideration for this requirement.

The ITT is being made available at the same time and on the same basis to all Tenderers. All information supplied by the Institute is and shall remain the property of the Institute and must be returned on demand, without any copies being retained.

Save to the extent made publicly available by the Institute, the information in the ITT and any accompanying document is made available on condition that it is treated as confidential by the Tenderer and is not disclosed, copied, reproduced, distributed or passed to any other person at any time except for the purpose of enabling a submission to be made (for example, disclosure by a Tenderer to its advisors who are directly involved in the bid is permitted provided they have each given an undertaking at the time of receipt of the relevant information (and for the benefit of the Institute) to keep such information confidential). In particular (but without prejudice to the generality of the foregoing) the Tenderer shall not and shall procure that any person to whom it communicates any such information shall not, make any announcement or public disclosure whatsoever concerning the ITT, any accompanying document, or the procurement to which it relates.

# **3. About us**

The Pirbright Institute is a unique national centre that works through its highly innovative

fundamental and applied bioscience to enhance the UK capability to contain, control and eliminate viral diseases of animals and viruses that spread from animals to humans. We thereby support the competitiveness of UK livestock and poultry producers and improve the health and quality of life of both animals and people.

The Institute employs around 400 staff plus 50 research students and visiting scientists in Surrey, where investment by BBSRC has resulted in a redevelopment of the site and the construction of a high-level containment facility — the BBSRC National Virology Centre: The Plowright Building and a level two facility, BBSRC National Vaccinology Centre: The Jenner Building

**Our mission**

To be the world's leading innovative centre for preventing and controlling viral diseases of

livestock.

**Our vision**

Apply scientific research to prevent and control viral diseases, protecting animal and human

health and the economy.

**Our values**

The Pirbright Institute and its staff and students take pride in being a world-class organisation

where knowledge, expertise, facilities, professional excellence, and rigorous academic, biosafety, and ethical standards combine to generate global health and economic impacts. Our values Include:

***Passion*** — for the highest quality standards, delivery, and performance

***Reliability*** — in everything we do - leadership, learning, biosecurity, problem anticipation and

containment of unexpected events.

***Innovation*** — is the driving force behind our fundamental and applied science. Our work is

positioned at the cutting edge of science to deliver solutions for global good.

***Dignity and respect*** — we respect and trust all in our diverse community.

***Excellence*** — we aim to deliver the best in all aspects of our work including health, safety,

biosafety, scientific research, customer service and protecting the environment.

# **4. Requirements Overview and Context**

Our current applications for Finance, Human Resources, Grants, Inventory Management system and Procurement are all in extended support, with them going end of life on 31 March 2025, after this date the applications will be unsupported by Access, and we will be stopping the use of them This date is fixed and there is no further option for us to extend our current support agreements and all the applications will need to be replaced.

# **5. Project Scope**

The project scope as described in the Find a Tender notice includes Grants Management, Financial Management, Human Resource Management, Inventory and Procurement Management System.

The Institute’s overarching requirement in relation to the proposal is for Tenderers to offer a system that is at least comparable and ultimately better than that provided by the current Access System.

A future requirement will be to extend the system to include management information for end users; specifically, a system which enables the Institute to capture, analyse, and export information on our activities and projects both for internal and external reporting. Key benefits should include, scientists providing data once only, more efficient linkages of data (e.g., patent applications or knowledge exchange activities related to specific applications), ability to provide comprehensive reports to our funders and other external stakeholders as efficiently as possible, provide data to support grant submissions and Institute assessment exercises.

Tenderers are expected to submit their proposed solution(s) within the relevant section of the Scope of requirements of this ITT.

**High Level Requirements**

As noted in the SQ Selection Questionnaire, the Institute requires a fully integrated Grants Management, Financial Management, Human Resource Management, Inventory and Procurement Management System or integrated ERP System.

The requirements are to be met by a reliable, single sign-on (active directory) integrated system and will include migration, transition, training, implementation and ongoing support and maintenance.

The Institute will seek a live system commencement date of 1st April 2025 for fully ratified system and processes.

The key areas for implementation of a new system include:

* Grants management capabilities to cover the complete grant lifecycle, including grant concept, grant proposal / application; grant submission; grant funding; grant management and grant close. The solution must be able to allocate a scientist’s salary cost across multiple projects and flow into / update in, the relevant project budgets.
* Financial management capabilities including full economic costing (overhead absorption); accounts payable; accounts receivable; fixed assets; general ledger; project ledger; sales ledger, purchase ledger, expenses planning; budgeting; forecasting; and cash management.
* Human resource management capabilities including recruitment; employment terms & conditions; attendance and absence; information and records; internal moves employee relations; legal cases; occupational health; immigration visas; accommodation learning and development; job evaluation and grading; performance management, reward, and recognition; exit process; time and attendance; and employee self-service.
* Procurement management capabilities & Inventory capabilities including raising requisitions; processing purchase orders; punch-out to supplier websites; receipting goods and services; managing supplier returns; dangerous goods; identifying orders >£10k (quotes); identifying orders; stores; inventory; and specialised shipping.
* Self-service capabilities including the ability for end users to access items to action; personal data; team calendar; pay details; HR details; expenses; procurement; training; and professional details.
* Chart of Accounts (COA) structure or alternate concept.
* Labour distribution capabilities including the ability to allocate end users across multiple projects.
* Workflow capabilities in Finance, HR, Payroll, Procurement, Grants, Self-service, COA, Reporting, Approvals and Project Module.
* Internal and external reporting capabilities across all areas of grants management; financial management; human resource management; payroll; procurement management, self-service, COA, reporting and project module.
* Approvals management across all areas of grants management; financial management; human resource management; inventory; procurement management, self-service, COA, reporting and project module.

# **6. Key User Groups and Estimated Numbers**

Key User Groups and Estimated Numbers are listed in the table below.

|  |  |  |
| --- | --- | --- |
| **Key User Group** | **Type of System User** | **Estimated staff members** |
| HR Operator | Heavy | 12 |
| Finance Operator | Heavy | 15 |
| Grants Operator | Heavy | 8 |
| Procurement & Inventory Operator | Heavy | 7 |
| End User (Raise Requisition) | LightHeavy | 40020 |
| End User (Self-Service) | Light | 400 |
| End User (Viewing Reports) | Heavy | 50 |
| End User (Creating Reports) | Heavy | 15 |
| End User (Approvals) | Heavy | 50 |

# **7.Selection Process and Tender Submission Conditions**

# **7.1 Selection Process:**

Tenderers are required to submit responses within the Scope of Requirements. The selection process consists of the following stages:

### **7.1.1 Stage 1 – Written Response to the ITT**

This stage consists of the evaluation of Tenderers’ responses to the questions under the assessment themes and award criteria listed within the Scope of Requirements of this ITT.

### **7.1.2 Stage 2 – Post ITT Solution Demonstrations**

Selected Tenderers will be invited to functional scenario demonstrations where tenderers will showcase how their solution can meet the Scope of Requirements for defined cross-functional end-to-end processes.

The Project Evaluation Panel will use Stage 1 to shortlist suitably eligible suppliers to participate in Stage 2 of this ITT process.

Following the functional scenario demonstrations, the scores initially allocated for written submissions will be adjusted if necessary to reflect all qualitative and Scope of Requirements aspects of Tenderers’ responses and performance.

**7.1.3 Stage 3 – Scope of Requirements and Commercial Refinement of Bids**

Based on adjusted scores following functional scenario demonstrations, the preferred Tenderers may be subjected to further detailed Scope of Requirements analysis and commercial due diligence as deemed necessary. If following final negotiations, the Institute is unable to conclude an agreement with its preferred bidder, it may engage with the Tenderers ranked second on its final shortlist to pursue contract award. The Institute also reserves the right to negotiate simultaneously with two Tenderers if the combination of functional and commercial offering is deemed favourable from both following Stage 2 of the process.

# **8. Evaluation Methodology**

**Overview**

Tenderers need to develop their Scope of Requirements and commercial proposal by responding to all the questions included within the Scope of Requirements of this tender. These questions are designed to assess capability and capacity in each of the required skill sets, balanced against the cost of the proposal. Responses need to be relevant, comprehensive, and clearly articulated. Each tender submission will be checked initially for compliance with all requirements of the ITT.

All tenders will be evaluated against the Award Criteria by individual members of the Project Evaluation panel. Tenderers must complete all the mandatory questions. The Award Criteria are a mix of information collection questions with a” Pass” or “Fail” score and scored questions. The scored questions will be assessed against the Award Criteria weightings on a scale of 0-5; individual scores will then create a consensus score, which is presented and moderated at an initial moderation meeting.

During the evaluation period, the Project Evaluation Panel reserves the right to seek clarifications in writing or by means of a clarification meeting from any or all the Tenderers, to assist it in the consideration of their tenders.

The Project Evaluation Panel does not undertake to accept the lowest or any tender submission and reserves the right to accept the whole or any part of any tender submitted.

**Scoring Criteria**

The Project Evaluation Panel will assess the tender submissions on both a Scope of requirements and price basis for the Award stage.

| Award Criteria | Weighting |
| --- | --- |
| *Scope of ERP Requirements* | *20%* |
| *Scope of General Requirements* | *15%* |
| *Evaluation of ITT*  | *30%* |
| Scope of requirements Finance, Grants, Human Resources and Procurement & Inventory | 65% |
| Price | 35% |
| Total | 100% |

The **Scope of Requirements** details all questions, which require a response. Tenderers should answer each question as fully as possible.

The award scoring has a primary and secondary weighting. The primary weights are listed above; the secondary weights will be allocated to sub questions.

Tenderers must also complete and upload the Cost Template contained in this ITT in electronic format as a Microsoft Excel file. Only bids presented like this will be viewed as compliant.

**Scope of ERP Requirements** allow for the allocation of a maximum of 3 marks against each requirement. The scores for all requirements are then collated and a score out of the maximum permissible total applied to the percentage weighting for all requirements. For example, a score of 1,700 out of a possible maximum of 3,000 would receive 17/30 of the 20 percentage points allocated for the section, i.e. a total of 11.33%.

The potential responses are defined as follows:

|  |
| --- |
| Response Options |
| A - Not met - Not currently available in the Solution |
| B - Not met - Not currently available in the Solution, but can be delivered through bespoke development |
| C - Not met - Not currently available in the Solution, but is scheduled for a future release |
| D - Not met - Not currently available in the Solution, however, there are third party options available, that are not managed by us |
| E - Met - Currently available in the Solution, but is licensed via a third party/partner, and is managed by us |
| F - Met - Currently available in the Solution and comes as standard/out of the box  |

**Scope of General Requirements** allow for the allocation of a maximum of 2 marks against each requirement. The scores for all requirements are then collated and a score out of the maximum permissible total applied to the percentage weighting for all requirements. For example, a score of 140 out of a possible maximum of 300 would receive 140/300 of the 15 percentage points allocated for the section i.e. a total of 7%.

The potential responses are defined as follows:

|  |
| --- |
| **Response Options** |
| A - Not met - Not currently available in the Solution |
| B - Partially Met - Certain aspects are met or partial compliance with requirement  |
| C - Fully Met - Full compliance with requirement |

**Evaluation criteria** questions allow for the allocation of a maximum of 5 marks against each applicable sub criteria question. The score out of five is then applied to the percentage weighting for that question. For example, a score of 3 for a question of 5% would receive 3/5 (3.00%) of the percentage points allocated for the question.

The scores are defined as follows:

|  |  |  |
| --- | --- | --- |
| **Score** | **Description** | **Explanation** |
| 0 | Unacceptable in whole or part  | No answer has been provided or the response fails to answer the question provided; all elements of the response are not justified or unsupported by evidence where required; fails to demonstrate any understanding of the question or the context.  |
| 1 | Significantly below requirement | Very significant gaps or lack of justification/evidence in response to the question; responses given are very generic and not relevant in whole or part; fails to demonstrate considerable understanding of the question or context. |
| 2 | Below requirement | A lack of content, detail or explanation in one or more aspects of the question; gaps or lack of justification/evidence in response where required. Overall some key aspects lack sufficient detail or explanation. |
| 3 | Satisfactory response that meets requirement  | The question is answered satisfactorily and meets all The Pirbright Institute’s requirements. Minor reservations or weakness in a few areas of the solution in respect of relevant ability, understanding, expertise, skills and/or resources to deliver the requirements.  |
| 4 | Good response that is fully compliant with the requirement | Response sets out a robust solution that fully addresses and meets the requirement. Provide full confidence to the relevant ability, understanding, expertise, skills and/or resources to deliver the requirements.  |
| 5 | Outstanding response exceeds all requirements and expectations | Response sets out a robust solution and exceeds all The Pirbright Institute’s requirements providing additional benefit/value above that specified. |

**Pricing** will be compared based on the lowest Total Cost of Ownership (TCO) for the duration of the contract.

The lowest cost compliant bid that fully meets the requirements will automatically be allocated the full available score of 35%. Other tenderers will then receive a proportion of the 35% in line with their costing.

For example:

Supplier A: Total cost = £10

Supplier B: Total cost = £12

Calculation:

Supplier A: 35% x (10 / 10) = 35.00%

Supplier B: 35% x (10 / 12) = 29.17%

# **9 Tender Requirements**

All tenders must comply with the following:

Tenders are completed legibly in English, with all prices in GBP exclusive of VAT.

Tenderers must answer all questions honestly and accurately and ensure that the information they provide is correct.

Each Tenderers name must be clearly noted on all documentation submitted.

Do not include any additional material other than that asked in the ITT document or to ensure that all Tenderers have equal access to information regarding this procurement, the Institute will publish all its responses to all questions raised by all Tenderers.

Do not answer questions by cross referring to other answers or to other materials (e.g., case studies or reports located on a web site). Each question answered must be complete.

Tenderers are to send their completed tender submission via email to **pirbrighttenders@pirbright.ac.uk**by **12:00 noon on 27/10/2023.**

### **Tender Submission Conditions**

### All requests for clarification or further information in respect of the ITT should be submitted via email to pirbrighttenders@pirbright.ac.uk by 13/10/2023 at 12 noon (“Clarification Deadline”). No approach of any kind in connection with the ITT may be made to any other person within or associated with the Institute.

* + 1. The Institute will not enter exclusive discussions regarding the requirements of this procurement with Tenderers.
		2. To ensure that all Tenderers have equal access to information regarding this procurement, the Institute will publish all its responses to all questions raised by all Tenderers.
		3. All responses to Tenderer questions will be published by the Institute as a “Questions and Answers” document.
		4. Responses to questions will not identify the originator of the question and will be answered in batches, rather than one at a time, with updates appearing at regular intervals (approximately once or twice a week). The Institute will endeavour to publish responses to all questions outstanding at the end of the clarification period, within three working days following the Clarifications Deadline.
		5. If a Tenderer wishes to ask a question or seek clarification without the Institute revealing the question and the answer, then the Tenderer must notify the Institute and provide its justification for withholding the question and any response. If the Institute does not consider, at its sole discretion, that there is sufficient justification for withholding the question and the corresponding response, the Institute will decide whether the clarification should be published but will invite the Tenderer to discuss whether:

The question/clarification and the response should in fact be published; or

It wishes to withdraw the question/clarification.

If it is agreed that the question/clarification and the response should remain confidential then the question/clarification and the response shall not be communicated to all Tenderers.

* + 1. Tenderers are responsible for reading the ‘Questions and Answers’ document for any responses to questions, general clarifications or other information issued by the Institute. Answers to such questions may contain important information that may affect how Tenderers complete their ITT Response.
		2. All responses received and any communication from Tenderers will be treated in confidence.

# **10 Tender Submission**

Tenderers are to ensure that proposals are submitted by **12:00 noon on** **27/10/2023** via email to pirbrighttenders@pirbright.ac.uk Hard copies should not be submitted as part of this tender process.

All Tenders received email will be safeguarded and downloaded once the tender deadline has expired. Late tenders may be rejected. It is the responsibility of Tenderers to ensure that their tender is submitted on time. The Institute reserves the right to disregard tenders if any of the information requested is not supplied with the tender or the tender is otherwise non-compliant or incomplete.

### **References**

The Institute reserves the right to take up references (either via email or telephone) from previous contracts if required. Each Tenderer is obliged to provide details of three references, all of which all may be contacted.

### **Commitment**

The issue of the ITT does not represent a contract or an offer to enter into contractual relations and does not commit the Institute to awarding any contract. Any expenditure, work or effort undertaken prior to Contract Award is accordingly a matter solely for the commercial judgement of tenderers. The Institute reserves the right to withdraw this ITT at any time or to re-invite tenders on the same or any alternative basis. In such circumstances, and in any event, the Institute shall not be liable for any cost or loss or expenses whatsoever incurred by the Tenderers or any company, agent, subsidiary or organisation who may have contributed to the proposals submitted by the Tenderers in response to this ITT.

### **Non-Disclosure and Confidentiality**

All information supplied by the Institute in connection with this invitation shall be regarded as confidential, and all documents are and shall remain the property of the Institute and must be returned on demand. This is reflected in the reciprocal Non-Disclosure Agreement signed by all tenderers at the beginning of the procurement process.

All correspondence and clarification/discussions, which take place during the tendering process, will be treated in confidence by the Institute and shall be treated in confidence by all Tenderers. Notwithstanding the foregoing, it should be noted that where an answer by the Institute leads to a formal change to the ITT documentation, all Tenderers will be notified of this change. The originator shall not be identified.

The Institute expects all information made available to Tenderers to be kept confidential. The Tenderers shall warrant that all information shall be kept entirely confidential and shall not be reproduced.

### **External Audit**

Tenderers should be aware that there might be Government bodies that have a legal right to audit any information which is held by the Institute.

### **Withdrawal of Tender**

If, having considered this ITT, any tenderers decide not to submit a tender they are requested to notify the Institute via email to **pirbrighttenders@pirbright.ac.uk** within seven days of receipt of the document pack. The Tenderers should not wait until the tender return date to notify the Institute. It would be helpful if the reasons for withdrawal could be stated, although tenderers are not obliged to provide this information.

### **Tender Validity**

Tenderers shall warrant that their tender shall remain open for acceptance for a minimum of 90 days from the tender deadline or for such other period as may be specified in writing by the Institute.

### **Proposed Contract**

The terms and conditions of contract will be agreed with the Preferred Tenderers prior to confirming Preferred Tenderers status.

### **Acceptance of Offers**

The Institute reserves the right not to accept the lowest, or any, tender. Acceptance of a tender will be by written communication from the Institute, and Contract formation will be by signature of the Contract.

###  **Law**

This ITT and any disputes concerning to it (including non-contractual disputes or claims) shall be governed by English law and subject to the jurisdiction of the English courts.

### **Bribery**

The Institute takes the issue of bribery very seriously and will disqualify a bidding candidate that attempts to bribe a member of the Institute staff in order to seek to influence their decision by way of payment or other incentive from the current and/or any future project.

The Institute is aware of its responsibilities under the Bribery Act 2010 and has procedures in place to prevent committing an offence under this act.

### **10.11 Costs**

The Tenderers is to provide pricing for all products and services related to this project as outlined in the Cost Template.

All costs must be transparent. To aid this a fully itemised spreadsheet of all costs should be provided for all aspects of the delivery of requirements. The summary costs should be on a summary sheet with breakdowns in supporting sheets of the same workbook. Any optional costs should also be included in that document. This should all be supplied as part of the tender response in the accompanying Cost Template within the Scope of Requirements.

### **Errors / Omissions**

If Tenderers are unable to price for any of the requirements outlined in this document and accompanying Cost Template of this tender, then this must be clearly stated in the tender response.

# **Essential Management Requirements**

# **Information Security Standards**

The standards ISO/IEC 27001.

# **Quality Approach**

The Services will be provided in line with ISO 9001 or an equivalent standard.

**11.3 Security Compliance**

The Supplier is required to work in line with the site rules and will be required to go through the Institute Security Clearance procedure. Please see section 7 Security Information of this document.

# **Document Control, Record Keeping & Compliance**

The Supplier is to maintain hard and soft copy documentation in support of the Contract. All records to be kept in accordance with the Institute record retention and audit policy and legal requirements and will be kept for 7 years after the conclusion of the Contract.

# **Health & Safety Compliance**

The Supplier will operate an Occupational Health and Safety Management Plan to cover all operations that it would carry out ideally accredited to OHSAS 18001 or equivalent standard. This should include but are not limited to:

* Have a zero harm safety culture based on a proactive approach to identification, reporting, and self-evaluation of health and safety performance.
* Promptly notify the Institute of any incidents involving loss, damage or injury to Pirbright Institute property or Supplier personnel, arising from activities related to The Pirbright Institute contract.
* Take immediate action to rectify any non-conformance with any health, safety, and environmental regulations for which the Supplier is responsible, shares responsibility, or observes during the course of its duties.
* Ensure that all Supplier personnel are adequately trained at all times.
* Adhere to appropriate regulations and legislation.
* To work in line with the Institute (and providers of all other services to the Institute) Health and Safety.

# **Communications**

The Tenderer is to communicate effectively with the Institute and to ensure that all communications to the Institute will be accurate, effective and controlled.

# **Key Project Milestones**

* 1. **Overview**

The Institute aims to have all modules of the ERP system to be fully installed, tested and launched by 1st of April 2025.

**12.2 Procurement Timetable**

Set out below is the proposed procurement timetable. This is intended as a guide, and whilst the Institute does not intend to depart from the timetable, it reserves the right to do so at any stage. Should the Institute need to depart from this timetable, it will endeavour to inform Tenderers of changes as soon as practicable.

|  |  |
| --- | --- |
| **Timetable** | **Dates**  |
| Notice published (Open Procedure) on Find a Tender notice and Contracts finder Notice and Issue ITT SQ Selection Questionnaire | 27/09/2023 |
| Deadline for ITT clarification questions | 13/10/2023 |
| Issue clarifications and answers | 18/10/2023 |
| Deadline for receipt of final tenders and SQ | 27/10/2023 |
| Demonstrations Top 3 Tenderers | 06/11/2023 - 08/11/2023 |
| Evaluation of ITT documents complete | 24/11/2023 |
| Notification of award decision & commencement of standstill period | 27/11/2023 |
| Expiry of 10-day standstill period | 11/12/2023 |
| Contract Award | 13/12/2023 |
| Contract Commencement Date | No later 01/02/2024 |

**ANNEXURES**

A - SQ Selection Questionnaire

B - Scope of ERP Requirements; Finance, Grants, Human Resources and Procurement & Inventory

C - Scope of General Requirements

D – ERP Demonstration Scoring Sheet

E – ERP Pricing