



NATIONAL LOTTERIES COMMISSION

TERMS OF REFERENCE FOR THE APPOINTMENT OF A SERVICE PROVIDER TO IMPLEMENT AND SUPPORT A GOVERNED ENTERPRISE DATA WAREHOUSE AND ANALYTICS PLATFORM FOR THE NLC DIGITAL MODERNISATION PROGRAMME FOR A PERIOD OF FIVE YEARS.

BID PROCESS	BID REQUIREMENTS
Tender number	NLC2026-007
Bid Advertisement Date	26/May/ 2026
Closing date and time	24/June/2026 at 11:00 (<i>South African Standard Time</i>)
Tender validity period	120 days after the closing date
Compulsory Briefing meeting	Date & Time: 8 June 2026 @ 10:00 Venue: 333 Grosvenor Street, Block D Hatfield Gardens, Hatfield, 0028
Tenders Submission:	All submissions must be addressed to Supply Chain Management NLC. Submission of proposals must be done through the e-tender portal. Home Page - eTenders Portal https://www.etenders.gov.za/

1. BACKGROUND

The National Lotteries Commission (NLC) is a public entity established by Lotteries Act No. 57 of 1997, as amended to regulate the South African lotteries industry. The functions of the Commission can be divided into two categories, namely “regulation of National Lottery and other Lotteries” and “administration of the National Lottery Distribution Trust Fund (NLDTF)”.

The NLC has a dual mandate, namely “regulation of National Lottery and other Lotteries” and “administration of the NLDTF”. The Distributing Agencies (DAs), appointed by the Minister of Trade & Industry are responsible for the adjudication of the funding applications as per the Lotteries Act and applicable Regulations.

This Terms of Reference contains many technical concepts and terms. For convenience we have defined and explained these in the following Annexures:

- **Annexure B – Acronyms and Definitions;**
- **Annexure C – Technical Glossary of Key Concepts; and**
- **Annexure D – Data Architecture Reference Model.**

The NLC regulates lotteries and sports pools in South Africa, provides grant funding, and ensures compliance with applicable legislation. Through its **NLC 4.0 Modernisation Programme**, the Commission is implementing an integrated ICT ecosystem that includes **Oracle Fusion (Finance/HCM)**, the **Thuthuka Grant Management System** based on the Sybrin platform, and a new **ERP system**.

Currently, **data silos** across both new and legacy systems and manual reporting processes limit the ability to generate timely, accurate, and strategic insights. To overcome this, the NLC requires a **modern, enterprise-grade Data Warehouse (EDW) platform** that consolidates data into a single trusted source for analytics, reporting, compliance, and AI/Machine Learning (ML) initiatives.

2. INTRODUCTION – THE IMPERATIVE FOR A DATA WAREHOUSE

The EDW is a strategic enabler to:

- Provide a **single version of truth** across Fusion, Thuthuka, ERP, and other core systems.
- Enable **data exchange** with strategic collaborators including DSD, CIPC, DBE, DHA, DoL, the Master’s Office, Deeds Office, SARS, National Treasury, Banks, IRBA, and SAFPS.
- Support the **NLC’s Digital Transformation Strategy** through embedded analytics, AI/ML, and advanced reporting.

- Address regulatory, compliance, and governance requirements (POPIA, PAIA, ECT Act, COBIT 19, ISO 27001).

3. PURPOSE OF THE TERMS OF REFERENCE

The purpose of this Terms of Reference is to appoint a suitably qualified service provider to deliver an enterprise Data Warehouse capability for the National Lotteries Commission, enabling integrated, governed access to institutional data in support of regulatory compliance, decision-making, and digital transformation objectives. The ToR defines the procurement framework, governance expectations, and outcome requirements under which the solution will be acquired, implemented, and supported in alignment with applicable legislative and information security standards.

4. OBJECTIVES

The main objectives of this TOR are to:

- Design and implement an **enterprise data warehouse** underpinned by **Medallion Architecture¹ (Bronze (Raw), Silver (Cleaned/Refined), Gold (Business Ready/Curated) layers)** for progressive data refinement.
- Establish a **hybrid cloud/on-prem architecture** to support scalability, security, and compliance.
- Enable seamless integration with internal systems (Fusion, Thuthuka, and ERP) and approved external APIs and third-party data sources, including provision for future integration with Lottery Operator transactional data.
- Provide **enterprise data ontology² and metadata management** for reusability and governance.
- Ensure a single source of truth by defining data quality metrics and applying robust data cleansing, deduplication, and standardisation processes.
- Empower **data-driven decision-making** through BI dashboards, advanced analytics, and AI/ML.
- Enhance **regulatory reporting** for AGSA, National Treasury, DTIC, and other oversight entities.

5. CURRENT CHALLENGES

¹ **Medallion Architecture:** A layered data model (Bronze–Silver–Gold) that transforms raw data into trusted, business-ready insights for reporting, analytics, and AI.

² **Ontology** is a structured framework that defines and standardises the relationships between data concepts, creating a common language for consistent integration, analysis, and reuse across systems.

- Fragmented data repositories and lack of interoperability.
- Delays in reporting and manual Extract-Transform-Load (ETL) processes.
- Insufficient support for AI-driven use cases.
- Weak data governance and quality management.
- Limited integration with strategic collaborators' datasets.

6. SCOPE OF WORK - PROPOSED SOLUTION: ENTERPRISE DATA WAREHOUSE

The EDW platform must:

- Support **real-time and batch data ingestion** from Fusion, Thuthuka, ERP, Lottery Operator, and other 3rd parties.
- Provide **data modelling and cleansing** tools for Master Data Management.
- Deliver **role-based self-service BI** (Power BI, etc.).
- Include **semantic and curated layers** for strategic and operational analysis.
- Support **ML Ops and AI integration** for fraud detection, compliance monitoring, and advanced use cases.
- Ensure **data lineage, audit trails, encryption, and RBAC/SSO security**.

7. FUNCTIONAL REQUIREMENTS

At a minimum, the solution must provide:

- **Integration & Interoperability:** APIs, data pipelines, connectors to Fusion, Thuthuka, ERP, and external collaborators (DSD, CIPC, DHA, SARS, Treasury, Banks, and the Lottery Operator).
- **Data Governance & Compliance:** Metadata management, data cataloguing, ontology frameworks, alignment to ISO 27001, COBIT 19, POPIA, and NARSSA Act.
- **Architecture & Storage:** Medallion architecture (Raw/Refined/Curated), scalable cloud storage, hybrid deployment options, immutable snapshots.
- **Analytics & AI Enablement:** Embedded ML frameworks, NLP/LLM³ support, predictive analytics, dashboards, and KPI scorecards.

³ **NLP (Natural Language Processing):** AI that enables computers to understand, interpret, and generate human language. **LLM (Large Language Model):** An advanced AI trained on massive text datasets to perform tasks such as answering questions, summarising, or generating human-like text.

- **Security:** End-to-end encryption, multifactor authentication, SSO, forensic logs, audit trails.
- **Operational Features:** Real-time streaming, batch ETL, sandbox environments, role-specific workloads (engineers, scientists, analysts).
- **Training & Skills Transfer:** Capability building for NLC staff and provincial offices, upskilling in BI, ML, and governance.
- **Support & Maintenance:** 60-month SLA, proactive monitoring, upgrades, bug fixes, and incident response.

8. COMPLIANCE TO ISO, INDUSTRY BEST PRACTICE AND TECHNOLOGY STANDARDS

Bidders should comply with:

- ISO 27001 (Information Security).
- ISO 9001 (Quality Management).
- COBIT 2019 (ICT Governance).
- ITIL (Service Management).
- POPIA, PAIA, and the ECT Act.
- DoD 5015.2 (Records).

9. KEY DELIVERABLES

- **Phase 1:** Requirements gathering, architecture design, platform selection, implementation roadmap.
- **Phase 2:** Configuration of cloud/hybrid EDW, integration with Fusion/Thuthuka/ERP and other collaborators.
- **Phase 3:** Implementation of BI, reporting, AI/ML use cases (fraud detection, compliance, operational efficiency).
- **Phase 4:** Go-live, training, knowledge transfer, post-implementation support.

10. IMPLEMENTATION SCOPE

- **Professional & implementation Services** to fully develop, deploy and commission the proposed solution.
- **Deployment across two instances viz.** Production and DR.

- **Configuration, integration, and testing for connectivity to existing ICT environments .**
- **Licencing, Updates and Patching** as required.
- **Training, documentation,** and operational handover to NLC superusers and technical staff.

11. PROJECT MANAGEMENT, GOVERNANCE AND REPORTING REQUIREMENTS

- The Service Provider shall report to the **Information and Communications Technology (ICT) Division** and operate within the NLC's approved governance structures.
- The Service Provider must demonstrate **proven experience in delivering enterprise-scale digital or data transformation programmes**, supported by a recognised and fit-for-purpose delivery methodology.
- A **formal project governance framework** must be established at inception, including defined decision-making forums, escalation paths, and approval thresholds.
- The Service Provider shall provide a **dedicated project manager** responsible for integrated planning, coordination, risk management, and delivery control.
- **Regular progress reporting** shall be provided in agreed formats, covering milestones, risks, issues, dependencies, financial status, and remedial actions.
- Project delivery shall be aligned to an **agile-at-scale or hybrid methodology**, enabling incremental value delivery and controlled change management.
- A **RASCI matrix** shall be maintained to ensure clear accountability between the Service Provider, the NLC, and third-party stakeholders.
- All governance and reporting activities must support **auditability, traceability, and compliance** with NLC, PFMA, and applicable ICT governance standards.

12. DURATION OF THE PROJECT

The initial project is to be implemented within 18 months, with a support and maintenance contract for 60 months which will be effective either on the date of appointment or the date of signing of a service level agreement (SLA), at the discretion and direction of the NLC and will be subject to continuous performance assessment. The assessment will be dependent on the project.

SECTION 2: NOTICE TO BIDDERS

1. Terms and conditions of Request for Proposals (RFP)

- 1.1 This document may contain confidential information that is the property of the NLC.
- 1.2 No part of the contents may be used, copied, disclosed, or conveyed in whole or in part to any party in any manner whatsoever other than for preparing a proposal in response to this RFP without prior written permission from the NLC.
- 1.3 All copyright and intellectual property herein vests with the NLC.
- 1.4 Late and incomplete submissions will not be accepted.
- 1.5 No services must be rendered, or goods delivered before an official NLC Purchase Order form has been received.
- 1.6 This RFP will be evaluated in terms of the 80/20 preference point system.
- 1.7 Suppliers are required to register on the Central Supplier Database at www.csd.gov.za.
- 1.8 Suppliers must provide their CSD registration number (and attach a CSD Registration report) and ensure that their tax matters are compliant.
- 1.9 All questions regarding this RFP must be forwarded to lucky@nlcsa.org.za.
- 1.10 Any supplier who has reasons to believe that the RFP specification is based on a specific brand must inform the NLC via the email addressed in 1.9.

2. General rules and instructions

2.1 News and press releases

- 2.1.1 Bidders or their agents shall not make any news releases concerning this RFP or the awarding of the same or any resulting agreement(s) without the consent of, and then only in co-ordination with, the NLC.

2.2 Precedence of documents

- 2.2.1 This RFP consists of several sections. Where there is a contradiction in terms between the clauses, phrases, words, stipulations or terms and herein referred to generally as stipulations in this RFP and the stipulations in any other document attached hereto, or the RFP submitted hereto, the relevant stipulations in this RFP shall take precedence.

2.2.2 Where this RFP is silent on any matter, the relevant stipulations addressing such matter, and which appear in section 217 of the constitution of the republic shall take precedence. Bidders shall refrain from incorporating any additional stipulations in its proposal submitted in terms hereof other than in the form of a clearly marked recommendation that the NLC may in its sole discretion elect to import or to ignore. Any such inclusion shall not be used for any purpose of interpretation unless it has been so imported or acknowledged by the NLC.

It remains the exclusive domain and election of the NLC as to which of these stipulations are applicable and to what extent. Bidders are hereby acknowledging that the decision of the commission in this regard is final and binding. The onus to enquire and obtain clarity in this regard rests with the Bidder(s). The Bidder(s) shall take care to restrict its enquiries in this regard to the most reasonable interpretations required to ensure the necessary consensus.

2.3 Preferential procurement reform

2.3.1 The commission supports B-BBEE as an essential ingredient of its business. In accordance with government policy, the NLC insists that the private sector demonstrates its commitment and track record to B-BBEE in the areas of ownership (shareholding), skills transfer, employment equity and procurement practices (SMME Development) etc.

2.4 National Industrial Participation Programme

2.4.1 The Industrial Participation policy, which was endorsed by Cabinet on 30 April 1997, is applicable to contracts that have an imported content. The NIP is obligatory and therefore must be complied with. Bidders are required to sign and submit the Standard Bidding Document (SBD).

2.5 Language

2.5.1 Bids shall be submitted in English.

2.6 Gender

2.6.1 Any word implying any gender shall be interpreted to imply all other genders.

2.7 Headings

2.7.1 Headings are incorporated into this RFP document and submitted in response thereto, for ease of reference only and shall not form part thereof for any purpose of interpretation or for any other purpose.

2.8 Occupational Injuries and Diseases Act 13 of 1993

2.8.1 The Bidder warrants that all its employees (including the employees of any sub-contractor that may be appointed) are covered in terms of the Compensation for Occupational Injuries and Diseases Act 13 of 1993 and that the cover shall remain in force for the duration of the adjudication of this RFP and/ or subsequent agreement. the commission reserves the right to request the Bidder to submit documentary proof of the Bidder's registration and "good standing" with the Compensation Fund, or similar proof acceptable to the commission.

2.9 Processing of the Bidder's Personal Information

2.9.1 All Personal Information of the Bidder, its employees, representatives, associates, and sub-contractors ("Bidder Personal Information") required under this RFP is collected and processed for the purpose of assessing the content of its tender proposal and awarding the bid. The Bidder is advised that Bidder Personal Information may be passed on to third parties to whom the commission is compelled by law to provide such information. For example, where appropriate, the commission is compelled to submit information to National Treasury's Database of Restricted Suppliers.

2.9.2 All Personal Information collected will be processed in accordance with POPIA and with the commission.

2.9.3 Data Privacy Policy.

2.9.4 The following persons will have access to the Personal Information collected:

2.9.4.1 The commission personnel participating in procurement/award procedures; and

2.9.4.2 Members of the public: within seven working days from the time the bid is awarded, the following information will have to be made available on National Treasury's e-Tender portal:

2.9.4.2.1 contract description and bid number.

2.9.4.2.2 names of the successful bidder(s) and preference points claimed.

2.9.4.2.3 the contract price(s) (if possible).

2.9.4.2.4 contract period.

2.9.4.2.5 names of directors; and

2.9.4.2.6 date of completion/award.

2.9.5 The commission will ensure that the rights of the Bidder and of its employees

and representatives (i.e., the right of access and the right to rectify) are effectively guaranteed in accordance with the procedures as specified in the commission PAIA manual.

2.9.6 In signing this document, the Bidder consents to the use of its Personal Information for the purposes as specified in section 2.9.1 above.

3. Compulsory Briefing Session

Date & Time: 08 June 2026 @ 10:00

**Venue: 333 Grosvenor Street, Block D Hatfield Gardens,
Hatfield, 0028**

Bidders are advised to arrive early, at least 30 minutes before the session. Doors will open at 09:30.

4. Validity Period

4.1 The Commission requires a validity period of 120 Business Days against this RFP.

4.2 Bidders are to note that they may be requested to extend the validity period of their bids, on the same terms and conditions, if the internal evaluation process are not finalised within the validity period.

5. National Treasury's Central Supplier Database

5.1 Bidders are required to self-register on National Treasury's Central Supplier Database (CSD) which has been established to centrally administer supplier information for all organs of state and facilitate the verification of certain key supplier information.

5.2 The Commission may not award business to a bidder who has failed to register on the CSD.

5.3 Only foreign suppliers with no local registered entity need not register on the CSD.

5.4 The CSD can be accessed at <https://secure.csd.gov.za/>

6. Confidentiality

6.1 Bids submitted for this Request for Proposals will not be revealed to any other bidders and will be treated as contractually binding;

6.2 The Commission reserves all the rights afforded to it by the POPIA in the processing of any of its information as contained in Bid Proposals.

6.3 The Bidder acknowledges that it will obtain and have access to personal

information of The NLC and agrees that it shall only process the information disclosed by the NLC in terms of this bid award and only for the purposes as detailed in this RFP and in accordance with any applicable law.

- 6.4 The Bidder shall notify the NLC in writing of any unauthorised access to personal information and the information of a third party, through cybercrimes or suspected cybercrimes, in its knowledge and report such crimes or suspected crimes to the relevant authorities in accordance with applicable laws, after becoming aware of such.

7. Communication

- 7.1 Specific queries relating to this RFP should be submitted lucky@nlcsa.org.za, before the closing date.
- 7.2 In the interest of fairness and transparency the NLC's response to such a query may be made available to other bidders.
- 7.3 It is prohibited for bidders to attempt, either directly or indirectly, to canvass any officer or employee of the NLC in respect of this RFP between the closing date and the date of the award of the business.
- 7.4 Bidders found to be in collusion with one another will be automatically disqualified and restricted from doing business with organs of state for a specified period.

8. Supplier Performance

- 8.1 The National Lotteries Commission conducts regular performance reviews in accordance with the requirements for the classification of the contract and or stakeholder by making use of supplier evaluation forms. The evaluation is conducted against the deliverables or scope of the contract with a minimum of an annual review done for contracts longer than a year and a review at completion of contract for those contracts less than a year.
- 8.2 Ad-hoc performance reviews shall be conducted where non-performance is identified outside the review period.
- 8.3 Non-performance will be addressed with at least a formal letter advising specific non-performing areas and stating remedial action/s required within specific time frames. Non-adherence to remedial actions shall lead to escalating performance management actions.
- 8.4 Any party to this agreement may request to participate in a joint performance review

where appropriate and seek continuous improvement opportunities.

SECTION 3 EVALUATION CRITERIA

The below phases evaluation criteria will be considered in evaluating the proposals, being:

Phase 1: Tender Closing and Opening

1.1 Tender closing details

The closing date for Tender submission is on **24 June 2026 at 11:00am** Standard South African Time. Any late tenders will not be accepted. All submission must submitted **online submission on e-tender**. The onus remains on the bidder to ensure successful submission of their bids. Any discrepancies must be addressed to and dealt with the National Treasury who are the custodians of the e-tender portal.

1.2 Bid Formats

Bid submissions must be submitted in a PDF format that is protected from any modifications, deletions, or additions.

Financial/pricing information must be presented in a **separate attachment** from the Technical/Functional Response information. The onus is on the Bidder to ensure that all mandatory and required documents are included in the electronic submission. No exceptions will be considered.

The NLC will not be responsible for any failure or delay in the submission or receipt of the bid including but not limited to:

- Power cut
- Struggling to use E-tender portal
- Poor Network coverage

Phase 2: Administrative Compliance

All bid respondents must submit the relevant documents that comply with administrative compliance, which will include the following:

Evaluation Criteria	Supporting Document
All Returnable Documents and/or schedules [where applicable] must be completed and returned by the closing date and time.	SBD Form 1 SBD Form 6.1

The Bid document has been duly signed by the authorised bidder official.	Company resolution as proof of authorised individuals' delegation
Whether Bid contains a priced/financial offer.	Pricing and delivery schedule
Whether the Bidder tax affairs in order.	Valid Tax Compliance System Pin
Bidders must register on the CSD. Only foreign suppliers with no local registered entity need not register on the CSD	Proof of Full Central Supplier CSD

Phase 3: Mandatory Compliance

All bid respondents must submit mandatory documents that comply with all mandatory requirements. Bids that do not fully comply with the mandatory requirements will be disqualified and will not be considered for further evaluation. The mandatory Compliance Evaluation will include the following:

Evaluation Criteria	Supporting Document
1. In the event of the bidder being in a joint venture (JV), a signed JV agreement must be submitted (where applicable).	JV Agreement.
2. Declaration of Interest (SBD 4)	Fully and Signed Completed SBD 4.
3. Original Equipment Manufacturer (OEM) Certificate(s)	The bidder must provide proof of accredited certification from Original Equipment Manufacturer (OEM). Please note that NLC reserves the right to confirm your registration/accreditation with the OEM

Note to Bidders:

Bidders may be requested, at the behest of the NLC, to submit via courier services to the SCM unit of the NLC, within a minimum of 3 working days from date of request hard copy certified qualifications, memberships certificates, COIDA etc. which may

have been requested for mandatory or functionality assessment. Failure to submit the information within the requested period shall render the bidder non-responsive.

Phase 4: Technical Evaluation

The evaluation for the Technical and Functional threshold will include the following:

Rating	Definition	Score
Excellent	Exceeds the requirement. Exceptional demonstration of ability, understanding, experience, skills, resources, and quality measures. Adds clear value.	5
Good	Satisfies the requirement with minor additional benefits. Above average demonstration with supporting evidence.	4
Acceptable	Meets the requirement. Adequate demonstration with supporting evidence.	3
Minor Reservations	Does not meet the requirement with minor reservations. Limited supporting evidence.	2
Serious Reservations	Does not meet the requirement with major reservations. Considerable concerns and minimal evidence.	1
Unacceptable	Does not meet the requirement. Insufficient information or non-compliance.	0

Evaluation Criteria	Scoring Matrix	% Weight
1. Company Experience		
1.1 Company Experience & Capability		10%

Evaluation Criteria	Scoring Matrix	% Weight
<p>Bidders are required to submit a company profile demonstrating that they have the organisational capacity, skills, and experience to deliver the required Enterprise Data Warehouse (EDW) platform, integration, and support services.</p> <p>The company profile must explicitly detail the bidder's years of experience in the design, implementation, integration, and support of enterprise data warehouse and analytics platforms, including integration with core business systems and multiple data sources.</p>	<ul style="list-style-type: none"> • No company profile = 0 Points. • Company profile demonstrating EDW implementation experience of 1–2 years = 1 Point. • Company profile demonstrating EDW implementation experience of more than 2 years but less than or equal to 4 years = 2 Points. • Company profile demonstrating EDW implementation experience of more than 4 years but less than or equal to 6 years = 3 Points. • Company profile demonstrating EDW implementation experience of more than 6 years but less than or equal to 8 years = 4 Points. • Company profile demonstrating EDW implementation experience of above 8 years = 5 Points. 	
<p>1.2 Written Reference Letters</p>		<p>10%</p>
<p>Bidders must provide written reference letters from contactable existing or recent clients (public and/or private sector) issued within the past five (5) years, relating to the design, implementation, integration, and/or support of enterprise data warehouse and analytics platforms.</p>	<ul style="list-style-type: none"> • No reference letters = 0 Points. • One reference letter = 1 Point. • Two reference letters = 2 Points. • Three reference letters = 3 Points. • Four reference letters = 4 Points. • Five reference letters = 5 Points. 	

Evaluation Criteria	Scoring Matrix	% Weight
<p>Each reference letter must include, at a minimum:</p> <ul style="list-style-type: none"> • Client organisation name. • Contact person name and designation • Physical address and contact telephone number. • Duration of the contract. • A brief description of the services rendered, including scope of the data warehouse or analytics solution. <p>The following conditions apply:</p> <ul style="list-style-type: none"> • Multiple reference letters from the same client will be regarded as a single reference. • Reference letters must be issued on the client's official letterhead, be dated, and signed by an authorised representative. • Appointment or award letters will not be accepted as references and must not be submitted. • Reference letters must relate to work completed within five (5) years preceding the bid closing date. 		
2. Capacity and Ability to Implement		
2.1 Experience – Lead Project Manager		10%

Evaluation Criteria	Scoring Matrix	% Weight
<p>Bidders must submit a Curriculum Vitae (CV) as set out in Annexure A for the proposed Lead Project Manager, clearly demonstrating experience relevant to the scope of this Enterprise Data Warehouse (EDW) project.</p> <p>The CV must include, at a minimum:</p> <ul style="list-style-type: none"> The full name and surname of the proposed Lead Project Manager. The number of years’ experience in the role of Project Manager, with demonstrable experience in the design, implementation, and delivery of enterprise data warehouse, analytics, or comparable data platform solutions, including system integration projects. 	<ul style="list-style-type: none"> No experience indicated = 0 points. Experience > 0 and =< 1 year = 1 point. Experience > 1 and =< 2 years = 2 points. Experience > 2 and =< 3 years = 3 points. Experience > 3 and =< 4 years = 4 points. Experience >= 5 years = 5 points. 	
<p>3. Installation and Configuration of the Envisaged Solution.</p>		
<p>3.1. Technical Compliance and Solution Capability</p>	<p>Technical Compliance and Solution Capability (Refer Annexure E)</p>	<p>40%</p>
<p>Bidders must demonstrate the capability to design and implement a scalable and resilient Enterprise Data Warehouse architecture that supports hybrid deployment models, Medallion-based data structuring, and both real-time and batch data processing. The proposed solution must enable secure integration with the NLC’s core systems and approved third-party data sources through standards-</p>	<ul style="list-style-type: none"> No experience indicated = 0 points Experience > 0 and ≤ 1 year = 1 point Experience > 1 and ≤ 2 years = 2 points Experience > 2 and ≤ 3 years = 3 points Experience > 3 and ≤ 4 years = 4 points Experience ≥ 5 years = 5 points 	

Evaluation Criteria	Scoring Matrix	% Weight
<p>based APIs and robust data ingestion and transformation mechanisms, while ensuring interoperability with business intelligence and reporting platforms. The solution must further demonstrate a comprehensive approach to data governance, quality management, and security, including metadata management, data quality controls, access management, auditability, and compliance with applicable information security, privacy, and regulatory standards.</p> <p>The Technical Compliance Schedule (Annexure E) constitutes the primary instrument for the objective assessment of the bidder’s technical capability. Bidders are required to complete Annexure E in full by indicating Comply / Not Comply against each requirement and providing supporting comments and evidence references (such as architecture diagrams, OEM specifications, implementation artefacts, or relevant technical documentation).</p> <p>The Bid Evaluation Committee will evaluate submissions based on:</p> <ul style="list-style-type: none"> • The completeness and accuracy of the Technical Compliance Schedule; • The degree of demonstrated compliance with the requirements specified in Annexure E; and 		

Evaluation Criteria	Scoring Matrix	% Weight
<ul style="list-style-type: none"> The quality and sufficiency of the supporting technical evidence provided. <p>Failure to adequately complete Annexure E or to provide sufficient supporting evidence may result in the bidder receiving a lower technical score.</p>		
<p>4. Implementation Methodology and Project Delivery/Plan.</p>		10%
<p>Bidders must provide demonstrate a clear, practical, and risk-aware implementation methodology, including defined project governance structures, detailed project plan and delivery milestones, escalation mechanisms, and proven experience including any relevant artefacts in delivering comparable enterprise data or analytics platforms.</p>	<ul style="list-style-type: none"> No Plan provided. = 0 Points Plan does not address the scope of work.= 0 Points. Plan provided but lacks key components; shows limited understanding or relevance to the scope. = 1 Point. Plan addresses most requirements but with minor gaps in methodology, sequencing, or deliverables.= 2 Points. Comprehensive plan demonstrating sound understanding of requirements, realistic timelines, and supporting evidence. = 3 Points. Strong plan with clear implementation methodology, resource allocation, and evidence of added value or risk mitigation.= 4 points. Exceptional plan demonstrating deep understanding, robust methodology, innovation, and measurable value-add 	

Evaluation Criteria	Scoring Matrix	% Weight
	beyond requirements. = 5 Points.	
5. Skills, Capacity and Knowledge Transfer.		5%
<p>Bidders must demonstrate that the proposed project team possesses the appropriate qualifications and relevant experience to successfully implement and operationalise the Enterprise Data Warehouse solution. The bidder must further demonstrate the availability of suitably qualified local resources and provide a structured training, knowledge transfer, and skills transfer plan to ensure the sustainable adoption, support, and operation of the solution by NLC personnel.</p> <p>The bidder's submission must clearly demonstrate compliance with the requirements specified in Annexure E – Item 8. (Training, Knowledge Transfer and Support), including the provision of user training, technical training for NLC ICT personnel, operational documentation, and a formal knowledge transfer approach. Bidders must reference the relevant Annexure E item numbers and provide supporting evidence, such as training plans, skills transfer methodologies, CVs of key personnel, and implementation experience.</p>	<ul style="list-style-type: none"> • No experience indicated = 0 points. • Experience > 0 and =< 1 year = 1 point. • Experience > 1 and =< 2 years = 2 points. • Experience > 2 and =< 3 years = 3 points. • Experience > 3 and =< 4 years = 4 points. • Experience >= 5 years = 5 points. 	
6. Service Level Agreement, Support, Maintenance and Sustainability.		15%

Evaluation Criteria	Scoring Matrix	% Weight
<p>Bidders must demonstrate the robustness of their proposed support and maintenance model, including service levels, escalation procedures, continuity arrangements, and the ability to support ongoing optimisation and future enhancement of the platform viz. Service Level Framework.</p>	<ul style="list-style-type: none"> • The service level framework does not meet the requirement. Does not comply and/or provided sufficient information relating to the requirements outlined on the scope of work. = 0 Points. • The service level framework the requirement with major reservations. Considerable reservations of the supplier's relevant ability, understanding, services, with little or no supporting evidence on the scope of work. = 1 Point. • The service level framework satisfies the requirement with minor reservations. Some minor reservations of the supplier's relevant ability, understanding services on the scope of work = 2 Points. • The service level framework satisfies the requirement. Demonstration by the supplier of the relevant ability, understanding, services, with supporting evidence on the scope of work. = 3 Points. • The service level framework more than satisfies the requirement. Above average demonstration by the supplier of the relevant services. Response identifies factors that will offer potential 	

Evaluation Criteria	Scoring Matrix	% Weight
	<p>added value, with supporting evidence on the scope of work. = 4 points.</p> <ul style="list-style-type: none"> • The service level framework exceeds the requirement. Exceptional demonstration by the supplier of the relevant ability, understanding, services. Response identifies factors that will offer potential added value, with supporting evidence on the scope of work. = 5 Points. 	
Total:		100

Total Weighting:	100
Minimum qualifying score required:	70

Phase 5: Pricing and Specific Goals

5.1 The evaluation for Pricing and Specific Goals will include the following:

Pricing Schedule: Please refer to Annexure F: The evaluation for Pricing and Specific Goals will include the following:

Evaluation Criteria	Final Weighted Scores
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<p>PRICE</p> <p>The following formula will be used to calculate the points out of 80 for price in respect of a tender with a Rand value equal to or above R30 000 and up to a Rand value of R50 million, inclusive of all applicable taxes:</p> $P_s = 80 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$ <p>Where:</p> <p><i>P_s</i> = Score for the Bid under consideration <i>P_t</i> = Price of Bid under consideration <i>P_{min}</i> = Price of lowest acceptable Bid</p>	<p>80</p>
<p>SPECIFIC GOALS</p> <p>In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals.</p>	<p>20</p>
<p>TOTAL SCORE:</p>	<p>100</p>

A maximum of 20 points to be awarded to a tenderer for the specific goals specified for this bid is as follows: -

1. Procurement from entities who are black Owned	Sub – points for specific goals	Maximum points for specific goals	Relevant Evidence
Tenderer who has 100% black Ownership	8	8	Copies of ID's/ CIPC Report Recent Full CSD Report
Tenderer who has 51% to 99% black ownership	4		
Tenderer who has less than 51% Black ownership	0		
2. Procurement from entities who are women owned			
Tenderer who has 100% women ownership	4	4	B-BBEE Certificate / B- BBEE/ Sworn Affidavit
Tenderer who has 30% to 99% women ownership	2		
Tenderer who has less than 30% women ownership	0		
3. Black Youth Ownership			
Tenderer who has 100% youth ownership	4	4	B-BBEE Certificate / B- BBEE/ Sworn Affidavit
Tenderer who has 30% to 99% youth ownership	2		
Tenderer who has less than 30% youth ownership	0		
4. Procurement from Disabilities			
Tenderer who has 20% or more owners with disability	4	4	Letter from the Doctor not older than 1 year from the closing of the bid confirming disability
Tenderer who has less than 20% but more than 10% owners with disability	2		
Tenderer who have less than 10% owners with disability	0		
Total points for specific goals		20	

The points scored for the specific goal must be added to the points scored for price

and the total must be rounded off to the nearest two decimal places. Final appointment to be awarded to the bidder scoring the highest points.

Phase 6: Contract and Award

The stage is for negotiation after receipt of formal tenders and before the conclusion of contracts with suppliers/contractors submitting the lowest acceptable tender with a view to obtaining an improvement in price, delivery, or content, in circumstances which do not put other tenderers at a disadvantage or affect adversely their confidence or trust in the competitive system. Bidders may be requested to provide their best and final offers based on contract negotiation.

ANNEXURE A: CV TEMPLATE

Proposed role in the project: -----

Name: -----

First name: -----

Date of birth: -----

Nationality: -----

Education

Institution (Date from- Date to)	Degree(s) or Diploma(s) obtained

Membership of Professional Bodies:

Other skills (e.g. computer literacy, etc.):

Present position -----

Years within the organisation:.....

Key qualifications (relevant to project):.....

Professional experience -----

Date (From -To) (mm/yy)	
Organisation	
Location	
Position	
Description of duties	

Date (From -To) (mm/yy)	
Organisation	
Location	
Position	
Description of duties	

Date (From -To) (mm/yy)	
Organisation	
Location	
Description of duties	

SCM CONSENT REQUEST FORM

REQUEST FOR THE CONSENT OF A DATA SUBJECT FOR PROCESSING OF PERSONAL INFORMATION FOR THE PURPOSE OF PROCUREMENT OF GOODS AND SERVICES APPLICATION, IN LINE WITH THE NLC's SUPPLY CHAIN MANAGEMENT POLICY, IN TERMS OF SECTION 11(1)(a) OF THE PROTECTION OF PERSONAL INFORMATION ACT, 2013 (ACT NO.4 OF 2013) (“**POPIA**”).

TO: _____

FROM: _____

ADDRESS: _____

Contact number: _____

Email address: _____

PART A

1. In terms of the PROTECTION OF PERSONAL INFORMATION ACT, consent for processing of personal information of a data subject (the person/entity to whom personal information relates) must be obtained for the purpose of processing of application for procurement of goods and services, in line with the NLC's supply chain management policy, and storage of your personal data by means of any form of electronic communication, including automatic calling machines, facsimile machines, SMSs or e-mail, which is prohibited unless written consent to the processing is given by the data subject. You may only be approached once for your consent by us (NLC). After you have indicated your wishes in Part B, you are kindly requested to submit this Form either by post, facsimile or e-mail to the address, facsimile number or e-mail address as stated above.
2. "Processing" means any operation or activity or any set of operations, whether or not by automatic means, concerning personal information, including—
 - 2.1 the collection, receipt, recording, organisation, collation, storage, updating or modification, retrieval, alteration, consultation or use;
 - 2.2 dissemination by means of transmission, distribution or making available in any other form; or
 - 2.3 merging, linking, as well as restriction, degradation, erasure or destruction of information.

3. “Personal information” means information relating to an identifiable, living, natural person, and where it is applicable, an identifiable, existing juristic person, including, but not limited to—
 - 3.1 information relating to the race, gender, sex, pregnancy, marital status, national, ethnic or social origin, colour, sexual orientation, age, physical or mental health, well- being, disability, religion, conscience, belief, culture, language and birth of the person;
 - 3.2 information relating to the education or the medical, financial, criminal or employment history of the person;
 - 3.3 any identifying number, symbol, e-mail address, physical address, telephone number, location information, online identifier, or other particular assignment to the person;
 - 3.4 the biometric information of the person;
 - 3.5 the personal opinions, views or preferences of the person;
 - 3.6 correspondence sent by the person that is implicitly or explicitly of a private or confidential nature or further correspondence that would reveal the contents of the original correspondence.
 - 3.7 the views or opinions of another individual about the person; and
 - 3.8 the name of the person if it appears with other personal information relating to the person or if the disclosure of the name itself would reveal information about the person.

Full names of the designated person on behalf of the Responsible Party

Signature of Designation person

PART A

SBD1

INVITATION TO BID

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE NATIONAL LOTTERIES					
BID NUMBER:	NLC2026-007	CLOSING DATE	24/ 06 / 2026	CLOSING TIME:	11:00
DESCRIPTION	THE APPOINTMENT OF A SERVICE PROVIDER TO IMPLEMENT AND SUPPORT A GOVERNED ENTERPRISE DATA WAREHOUSE AND ANALYTICS PLATFORM FOR THE NLC DIGITAL MODERNISATION PROGRAMME FOR A PERIOD OF FIVE (5) YEARS.				
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO			TECHNICAL ENQUIRIES MAY BE DIRECTED TO:		
CONTACT PERSON	SCM		CONTACT PERSON	SCM	
TELEPHONE NUMBER	012 432 1308		TELEPHONE NUMBER	012 432 1309	
FACSIMILE NUMBER			FACSIMILE NUMBER		
E-MAIL ADDRESS	lucky@nlcsa.org.za		E-MAIL ADDRESS		
SUPPLIER INFORMATION					
NAME OF BIDDER					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		
CELLPHONE NUMBER					
FACSIMILE NUMBER	CODE		NUMBER		
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER					
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE No:	MAAA
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	<input type="checkbox"/> TICK APPLICABLE BOX] Yes <input type="checkbox"/> No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT	<input type="checkbox"/> TICK APPLICABLE BOX] Yes <input type="checkbox"/> No	
[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT (FOR EMES & QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]					
ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ENCLOSE PROOF]		ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES, ANSWER PART B:3]	
QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS					

- IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)? YES NO
- DOES THE ENTITY HAVE A BRANCH IN THE RSA? YES NO
- DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA? YES NO
- DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA? YES NO
- IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION? YES NO

IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW.

PART B

TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:

- 1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
- 1.2. **ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED- (NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.**
- 1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.
- 1.4. **THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).**

2. TAX COMPLIANCE REQUIREMENTS

- 2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
- 2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.
- 2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA.
- 2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
- 2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED; EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
- 2.6 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
- 2.7 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE."

NB: FAILURE TO PROVIDE / OR COMPLY WITH ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.

SIGNATURE OF BIDDER:

CAPACITY UNDER WHICH THIS BID IS SIGNED:
 (Proof of authority must be submitted e.g. company resolution)

DATE:

BIDDER’S DISCLOSURE

1. PURPOSE OF THE FORM

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

2. Bidder’s declaration

2.1 Is the bidder, or any of its directors / trustees / shareholders / members/ partners or any person having a controlling interest¹ in the enterprise, employed by the state?
YES/NO

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

Full Name	Identity Number	Name of State institution

¹ the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

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

2.1.2 If so, furnish particulars:

.....
.....

2.2 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract? **YES/NO**

2.2.1 If so, furnish particulars:

.....
.....

3 DECLARATION

I, the undersigned, (name).....in submitting the accompanying bid, do hereby make the following statements that I certify to be true and complete in every respect:

- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium² will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the

bidder was not involved in the drafting of the specifications or terms of reference for this bid.

3.6 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 public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT. I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....
Signature

.....
Date

.....
Position

.....
Name of bidder

2 Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022

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

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

1. GENERAL CONDITIONS

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

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

1.2 To be completed by the organ of state

(delete whichever is not applicable for this tender).

- a) The applicable preference point system for this tender is the 90/10 preference point system.
- b) The applicable preference point system for this tender is the 80/20 preference point system.
- c) Either the 90/10 or 80/20 preference point system will be applicable in this tender. The lowest/ highest acceptable tender will be used to determine the accurate system once tenders are received.

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

- (a) Price; and
- (b) Specific Goals.

1.4 To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

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

- 1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.
- 1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

2. DEFINITIONS

- (a) **“tender”** means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) **“price”** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) **“tender for income-generating contracts”** means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) **“the Act”** means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

3.1.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

A maximum of 80 or 90 points is allocated for price on the following basis:

$$Ps = 80 \left(1 - \frac{Pt - Pmin}{Pmin} \right) \text{ or } Ps = 90 \left(1 - \frac{Pt - Pmin}{Pmin} \right)$$

Where

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

Table 1: Specific goals for the tender and points claimed are indicated per the table below.

(Note to organs of state: Where the 80/20 preference point system is applicable, corresponding points must also be indicated as such. Note to tenderers: The tenderer must indicate how they claim points for each preference point system.) Please complete this table for claiming of points.

1. Procurement from entities who are black Owned	Sub - points for specific goals	Maximum points for specific goals	Relevant Evidence	Number of points claimed (80/20 system) (To be completed by the tenderer)
Tenderer who have 100% black Ownership	8	8	Copies of ID's/ CSD Recent Report	
Tenderer who have 51% to 99% black ownership	4			
Tenderer who have less than 51% black ownership	0			
2. Procurement from entities who are women Owned		4	B-BBEE Certificate / B-BBEE Sworn	
Tenderer who has 100% women ownership	4			
Tenderer who has 30% to 99% women ownership	2			
Tenderer who has less than 30% women ownership	0			
3. Youth Ownership		4	B-BBEE Certificate / B-BBEE/ Sworn Affidavit	
Tenderer who has 100% youth ownership	4			
Tenderer who has 30% to 99% youth ownership	2			
Tenderer who has less than 30% youth ownership	0			
4. Procurement from Disabilities		4	Letter from the Doctor not older than 1 year from the closing of the bid confirming disability	
Tenderer who has 20% or more owners with disability	4			
Tenderer who has less than 20% but more than 10% owners with disability	2			
Tenderer who has less than 10% owners with disability	0			
Total points for specific goals				20

4. DECLARATION WITH REGARD TO COMPANY/FIRM

4.1 Name of Company/firm.....

4.2 Company registration number:

4.3 TYPE OF COMPANY/ FIRM

Partnership/Joint Venture / Consortium

One-person business/sole propriety

Close corporation

Public Company

Personal Liability Company

(Pty) Limited

Non-Profit Company

State Owned Company

[TICK APPLICABLE BOX]

4.4 I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

- The information furnished is true and correct;
- The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have disqualify the person from the tendering process;
- recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
- cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
- recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
- forward the matter for criminal prosecution, if deemed necessary.

.....
SIGNATURE(S) OF TENDERER(S)

SURNAME AND NAME:

DATE:

ADDRESS:
.....
.....
.....

Annexure B – Acronyms and Definitions

Acronym	Full Term	Description
AI	Artificial Intelligence	Technology enabling computer systems to perform tasks that normally require human intelligence such as prediction, pattern recognition, and decision support.
API	Application Programming Interface	A set of protocols and tools allowing different software systems to communicate and exchange data.
BI	Business Intelligence	Tools and technologies used to analyse organisational data and present insights through dashboards, reports, and analytics.
COBIT	Control Objectives for Information and Related Technology	An internationally recognised framework for ICT governance and management.
CIPC	Companies and Intellectual Property Commission	South African regulatory authority responsible for company registration and intellectual property administration.
DBE	Department of Basic Education	South African government department responsible for primary and secondary education.
DHA	Department of Home Affairs	South African government department responsible for identity management, immigration, and citizenship services.
DoD	Department of Defence	Referenced in DoD 5015.2 records management standards used for electronic document compliance.
DoL	Department of Labour	South African government department responsible for labour policy, employment standards, and workplace regulation.
DR	Disaster Recovery	Systems and processes used to restore ICT services following a system failure or disaster event.
DSD	Department of Social Development	South African government department responsible for social welfare programmes and services.
DTIC	Department of Trade, Industry and Competition	South African government department responsible for economic development, industrial policy, and trade.
EDW	Enterprise Data Warehouse	A centralised platform that consolidates data from multiple systems for analytics, reporting, and decision-making.
ERP	Enterprise Resource Planning	Integrated enterprise software systems used to manage business processes such as finance, HR, procurement, and operations.
ETL	Extract, Transform, Load	A data integration process that extracts data from source

Acronym	Full Term	Description
		systems, transforms it into a consistent format, and loads it into a data warehouse.
HCM	Human Capital Management	Systems and processes used to manage employee information, payroll, recruitment, and HR functions.
ICT	Information and Communications Technology	Technologies used to manage, process, and communicate information electronically.
IRBA	Independent Regulatory Board for Auditors	South African regulatory body responsible for oversight of the auditing profession.
ISO	International Organization for Standardization	International standards body that develops global standards including information security and quality management.
ITIL	Information Technology Infrastructure Library	Best practice framework for IT service management and operations.
KPI	Key Performance Indicator	A measurable value used to evaluate organisational or project performance.
LLM	Large Language Model	Advanced artificial intelligence models trained on large text datasets to understand and generate human language.
ML	Machine Learning	A subset of artificial intelligence where systems learn patterns from data to improve predictions and decision-making.
NARSSA	National Archives and Records Service of South Africa	Authority responsible for records management standards and archival governance.
NLP	Natural Language Processing	AI technology enabling computers to understand and analyse human language.
PAIA	Promotion of Access to Information Act	South African legislation governing access to information held by public and private bodies.
PFMA	Public Finance Management Act	South African legislation governing financial management in national and provincial government institutions.
POPIA	Protection of Personal Information Act	South African data protection law regulating the processing and protection of personal information.
RASCI	Responsible, Accountable, Support, Consulted, Informed	A responsibility assignment matrix used to define roles and accountability within projects and governance structures.
RBAC	Role-Based Access Control	Security model that restricts system access based on user roles and permissions.
SAFPS	Southern African Fraud	Organisation assisting institutions with fraud prevention

Acronym	Full Term	Description
	Prevention Service	and identity verification services.
SARS	South African Revenue Service	South Africa's national tax authority responsible for revenue collection.
SLA	Service Level Agreement	A contractual agreement defining expected service levels and performance standards between parties.
SSO	Single Sign-On	Authentication mechanism that allows users to access multiple systems using one set of login credentials.

Annexure C – Technical Glossary of Key Concepts: NLC2026-007

Term	Definition
Medallion Architecture	A layered data architecture that progressively refines data through stages typically referred to as Bronze (raw data), Silver (cleaned and validated data), and Gold (curated, business-ready data) to improve data quality and support analytics.
Bronze Layer	The raw data layer in a medallion architecture where data from source systems is ingested in its original format with minimal transformation.
Silver Layer	The refined data layer where raw data is cleaned, validated, deduplicated, and standardised to improve data quality and reliability.
Gold Layer	The curated data layer where refined data is structured and optimised for analytics, reporting, and business intelligence consumption.
Enterprise Data Warehouse (EDW)	A centralised data platform that integrates data from multiple operational systems to provide a consolidated and governed source of information for analytics, reporting, and decision-making.
Data Ontology	A structured framework that defines the relationships between data entities and concepts to enable consistent interpretation, integration, and reuse of data across systems.
Data Lineage	The ability to track the origin, movement, transformation, and usage of data throughout the data lifecycle.
Semantic Layer	A business-friendly abstraction layer that translates technical data structures into understandable business terms for reporting and analytics tools.
Single Source of Truth	A centralised and authoritative data repository that ensures all users rely on consistent, validated, and reconciled data.
Hybrid Cloud Architecture	An infrastructure approach that combines on-premise systems with cloud services to support scalability, flexibility, and resilience.
Data Governance	The framework of policies, standards, and controls used to ensure data quality, integrity, security, and accountability across an organisation.
Master Data Management (MDM)	Processes and technologies used to manage key organisational data entities such as organisations, suppliers, or individuals to ensure consistency across systems.
Data Cleansing	The process of detecting and correcting inaccurate, incomplete, or inconsistent data to improve data quality.
Data Deduplication	The removal of duplicate records from datasets to ensure accuracy and consistency of information.
Data Standardisation	The process of transforming data into a consistent format to ensure uniform interpretation and integration across systems.
Data Ingestion	The process of collecting and importing data from various sources into a data platform or warehouse.

Annexure D – Data Architecture Reference Model

1. Purpose

The purpose of this annexure is to define the **reference data architecture model** that will guide the design and implementation of the National Lotteries Commission (NLC) Enterprise Data Warehouse (EDW) platform.

Bidders must demonstrate how their proposed solution **aligns with or exceeds this reference model** while supporting the NLC's requirements for:

- Data governance and regulatory compliance.
- Integrated analytics and reporting.
- Artificial intelligence and machine learning capabilities.
- Secure data integration with internal and external systems.
- Scalable and resilient hybrid cloud infrastructure.

2. Conceptual Architecture Overview

The proposed EDW solution should adopt a **layered data architecture** that supports data ingestion, transformation, governance, analytics, and consumption.

The reference architecture is illustrated conceptually below.

External Data Sources

(Government Agencies, Financial Institutions, Lottery Operator, etc.)



Internal Systems

(Fusion, Thuthuka, ERP, Operational Systems)



Data Ingestion Layer

API Integrations

ETL / ELT Pipelines

Streaming Data Inputs

Batch Data Transfers



Data Processing Layer

Data Cleansing

Data Transformation

Data Standardisation

Data Deduplication

Data Quality Validation



Enterprise Data Warehouse
(Medallion Architecture Model)

BRONZE LAYER
Raw Source Data

SILVER LAYER
Cleaned & Standardised Data

GOLD LAYER
Curated Analytics Data



Data Governance Layer

Metadata Management
Data Catalog
Data Lineage
Master Data Management
Data Security Controls



Analytics & Consumption Layer

Business Intelligence
Operational Reporting
AI / Machine Learning
Advanced Analytics
Regulatory Reporting
Self-Service Analytics



Data Consumers

NLC Executives
Operational Teams
Regulatory Authorities
Analysts & Data Scientists

3. Data Architecture Layers

3.1 Data Source Layer

The EDW platform must support integration with a variety of internal and external data sources.

Internal Sources

- Oracle Fusion (Finance and HCM).
- Thuthuka Grant Management System.
- Enterprise Resource Planning (ERP) System.
- Other operational systems within the NLC.

External Sources

- Department of Social Development (DSD).
- Companies and Intellectual Property Commission (CIPC).
- Department of Basic Education (DBE).
- Department of Home Affairs (DHA).

- Department of Labour (DoL).
- National Treasury.
- South African Revenue Service (SARS)..
- Financial institutions
- Independent Regulatory Board for Auditors (IRBA).
- Southern African Fraud Prevention Service (SAFPS).
- Lottery Operator transactional systems.

3.2 Data Ingestion Layer

The ingestion layer must support multiple data acquisition methods including:

- API-based integration.
- Batch data ingestion.
- Streaming data ingestion.
- Secure file transfers.
- Event-driven data integration.

The solution must support **automated data ingestion pipelines** with scheduling, monitoring, and error handling capabilities.

3.3 Data Processing and Transformation Layer

This layer is responsible for preparing data for storage and analytics.

Required capabilities include:

- Data transformation.
- Data validation.
- Data quality management.
- Data cleansing.
- Data deduplication.
- Data standardisation.
- Data enrichment.

These processes should be implemented through **Extract-Transform-Load (ETL) or Extract-Load-Transform (ELT) pipelines**.

3.4 Enterprise Data Warehouse Layer

The EDW must be structured using a **Medallion Architecture model** consisting of three logical layers:

Bronze Layer – Raw Data

- Stores data in its original format.
- Maintains full historical records.
- Enables traceability to source systems.

Silver Layer – Refined Data

- Cleansed and validated datasets.
- Standardised formats.
- Duplicate records removed.
- Improved data quality.

Gold Layer – Curated Data

- Business-ready datasets.
- Optimised for analytics and reporting.
- Aggregated and structured for consumption.

3.5 Data Governance Layer

The EDW platform must provide a comprehensive **data governance capability**, including:

- Metadata management

- Data cataloguing.
- Data lineage tracking.
- Master data management.
- Data classification.
- Access control and security policies.
- Audit logging and monitoring.

These capabilities are required to support **compliance with regulatory and governance frameworks**, including:

- POPIA.
- PAIA.
- PFMA.
- ISO 27001.
- COBIT 2019.

3.6 Analytics and Data Consumption Layer

The EDW must support multiple data consumption methods including:

Business Intelligence

- Dashboards.
- Management reporting.
- KPI monitoring.

Advanced Analytics

- Predictive modelling.
- Trend analysis.
- Scenario modelling.

Artificial Intelligence / Machine Learning

- Fraud detection.
- Risk analysis.
- Automated insights.

Self-Service Analytics

- Data exploration by analysts.
- Data science sandbox environments.
- User-driven reporting.

4. Security Architecture Requirements

The EDW platform must support enterprise-level security controls, including:

- Role-Based Access Control (RBAC).
- Multi-Factor Authentication (MFA).
- Single Sign-On (SSO).
- Data encryption at rest and in transit.
- Audit logging and monitoring.
- Secure API access.

5. Infrastructure and Deployment Model

The architecture must support a **hybrid deployment model**, allowing for:

- Cloud-based infrastructure.
- On-premise infrastructure.
- Hybrid environments.

The platform must support:

- High availability.
- Disaster recovery.
- Scalability.

- Fault tolerance.

6. Integration with Existing NLC Systems

The EDW must integrate with the following systems:

- Oracle Fusion.
- Thuthuka Grant Management System.
- ERP System.
- Business Intelligence tools (e.g. Power BI).
- Microsoft 365 environment.
- External government and regulatory systems.

7. Bidder Response Requirements

Bidders must provide the following in their response:

1. **Proposed architecture diagram** aligned with this reference model.
2. Description of how their solution **implements the Medallion Architecture**.
3. Details of **data ingestion and transformation mechanisms**.
4. Description of **data governance and metadata management capabilities**.
5. Explanation of **security controls and compliance alignment**.
6. Details of **analytics, AI, and machine learning capabilities**.
7. Explanation of how the solution supports **future data integration requirements**.

8. Evaluation Consideration

The degree to which the bidder's architecture **aligns with, enhances, or exceeds this reference architecture** will be considered during the **technical evaluation stage of the tender process**.

Please refer to Annexure E: EDW Technical Evaluation Compliance Schedule

Annexure E – Enterprise Data Warehouse (EDW) Technical Compliance Schedule: NLC2026-007

Instructions to Bidders

Bidders must indicate compliance against each requirement listed below.

For each requirement bidders must indicate:

- **Comply / Not Comply.**
- Provide **brief comments.**
- Provide **evidence reference** (e.g., architecture document, technical specification, annexure reference, OEM documentation).

The Bid Evaluation Committee will assess all technical criteria with reference to the bidder’s demonstrated compliance with the requirements contained in this Annexure E – Technical Compliance Schedule. Bidders must therefore clearly reference the relevant Annexure E item numbers and provide appropriate supporting technical documentation and evidence within their proposal to substantiate compliance.

Failure to clearly demonstrate compliance may result in the bid being scored lower during technical evaluation.

Item No.	Requirement	Comply / Not Comply	Comments / Evidence Reference
1.	Enterprise Data Warehouse Platform Solution Architecture:		
1.1	Enterprise-grade Data Warehouse platform capable of supporting hybrid cloud and on-premise deployment models.		
1.2	Support for Medallion Architecture (Bronze / Silver / Gold data layers).		
1.3	Scalable distributed storage architecture capable of handling structured and unstructured datasets.		
1.4	Ability to support both batch and real-time data ingestion.		
1.5	Support for enterprise-scale analytics workloads.		
1.6	Architecture supporting high availability and disaster recovery.		

1.7	Integration with modern BI platforms such as Power BI or equivalent.		
1.8	Support for enterprise metadata management and cataloguing.		
2.	Data Integration & Interoperability:		
2.1	Integration capability with Oracle Fusion.		
2.2	Integration capability with Thuthuka Grant Management System.		
2.3	Integration capability with NLC ERP platform.		
2.4	Support for REST API-based integrations.		
2.5	Ability to integrate with external government systems (CIPC, DHA, SARS, National Treasury etc.).		
2.6	Support for ingestion of third-party datasets.		
2.7	Integration capability with Lottery Operator transactional data (future phase).		
2.8	Ability to support multi-source data ingestion pipelines.		
3.	Data Processing & ETL:		
3.1	Enterprise ETL/ELT capability for structured and unstructured data.		
3.2	Data transformation and standardisation capability.		
3.3	Data cleansing, deduplication and validation mechanisms.		
3.4	Scheduling and orchestration of ETL pipelines.		
3.5	Data lineage tracking across ingestion and transformation layers.		
3.6	Support for real-time streaming pipelines.		
4.	Data Governance & Metadata Management:		

4.01	Enterprise data catalogue capability.		
4.02	Metadata management framework.		
4.03	Data lineage and traceability.		
4.04	Data quality monitoring and metrics.		
4.05	Support for enterprise ontology and semantic models.		
4.06	Data classification and governance controls.		
5.	Analytics, BI and AI Enablement:		
5.1	Embedded business intelligence capabilities.		
5.2	Integration with BI platforms (Power BI or equivalent).		
5.3	Advanced analytics and predictive modelling support.		
5.4	Support for Machine Learning frameworks.		
5.5	Support for Natural Language Processing (NLP).		
5.6	Support for Large Language Models (LLM) integration.		
6.	Security & Compliance:		
6.1	End-to-end encryption for data at rest and in transit.		
6.2	Role-based access control (RBAC).		
6.3	Single Sign-On (SSO) integration.		
6.4	Multi-factor authentication capability.		
6.5	Audit trails and forensic logging.		
6.6	Compliance with POPIA and applicable data protection legislation.		
6.7	Compliance with ISO 27001 information security standards.		
7.	Platform Management & Monitoring		
7.1	Centralised management console.		

7.2	Platform monitoring and performance analytics.		
7.3	Capacity management and forecasting.		
7.4	Automated alerts and monitoring.		
7.5	Integration with SIEM platforms.		
8.	Training, Knowledge & Skills Transfer and Support		
8.1	Training programme for NLC technical staff.		
8.2	Training for business users and analysts.		
8.3	Documentation for architecture and operations.		
8.4	Skills transfer to NLC internal resources.		
8.5	60-month support and maintenance capability.		