

## NATIONAL LOTTERIES COMMISSION

### REQUEST FOR PROPOSALS TO ASSIST NLC INTERNAL AUDIT WITH MODERNISATION INITIATION, PROCUREMENT, AND PAYMENT PROCESS REVIEW.

THE PROCESS	REQUIREMENTS
RFQ number	RFQ/2025-006-002
Advertisement Date	04 June 2025
Closing date and time	17 June 2025 @ 11:00 (South African Standard Time)
Validity period	120 days from the closing date
Submission instruction:	<p>The proposal and supporting documents must be submitted <b>ONLY</b> via USB and be delivered to:</p> <p>Senior Manager: Supply Chain Management National Lotteries Commission 333 Grosvenor Street Block D, Hatfield GardensHatfield, Pretoria 0083</p> <p>Enquires <b>ONLY</b> can be emailed to: <a href="mailto:quotation@nlcsa.org.za">quotation@nlcsa.org.za</a> and <a href="mailto:maureen@nlcsa.org.za">maureen@nlcsa.org.za</a></p> <p><b>NO email or hardcopies will be accepted.</b></p>

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## **SECTION 1: BACKGROUND, OVERVIEW AND RFP/RFQ SCOPE OF REQUIREMENTS**

### **1. INTRODUCTION**

- 1.1. The National Lotteries Commission was established in terms of the Lotteries Act No. 57 of 1997, as amended, to regulate the National Lottery, as well as other lotteries and societies.
- 1.2. The NLC aims to ensure that funds raised through the National Lottery are distributed equitably and efficiently across South Africa to advance the social upliftment of communities in need, to address poverty and reduce inequalities in line with the National Development Plan.
- 1.3. The Commission is required to apply principles of openness and transparency in the exercise of its functions assigned to it in terms of the Lotteries Act No 57 of 1997.

### **2. BACKGROUND**

- 2.1. The Public Finance Management Act (PFMA) of 1999 S(51)(1)(a) requires that “An accounting authority for a public entity must ensure that the public entity has and maintains effective, efficient, and transparent systems of financial and risk management and internal control. In line with the requirements of the PFMA No. 1 of 1999 and Treasury Regulations, the NLC seeks to request a proposal from a suitable, qualified internal audit service provider to assist the NLC's Internal Audit Unit with the Modernisation Initiation, Procurement, and Payment Process Review.
- 2.2. The NLC adopted a digital transformation strategy, which is a plan describing how the NLC will strategically reposition itself in the digital economy to allow for innovation and the enhancement of the operating and business models to improve service delivery and access to the organisation. The modernisation project was initiated as part of the digital transformation strategy to enhance the human experience for both internal and external beneficiaries while also driving efficiency, innovation, and agility across its operations. There are several procurement transactions that have already taken place in support of the modernisation project. As such, a comprehensive review of all modernisation project payments to all role players to identify any irregular payments associated with the end-to-end process from project feasibility to implementation to date is required, including but not limited to the following:
  - Project feasibility

- Business case
- Initial process mapping
- Formulation of business, technical, and resource requirements
- Formulation of the bid specifications (what is critical here is also to assess the conflict of interest)
- Award of the bid
- Contract in line with the bid specification as well as the business and technical requirements
- SLA aligned to the contract
- Expenditure in line with the contract and SLA, with adequate and effective quality assurance processes to justify the expenditure.

### **3. OBJECTIVE**

- 3.1. The objective of this engagement is to assist the NLC internal audit unit in conducting a comprehensive review of the process that was followed during the establishment of the modernisation project, to procure the services, the contracting process and payments against the services rendered to date (including identification of irregular expenditure).

### **4. SCOPE OF WORK**

The review will focus on the following activities:

#### **4.1. Project Initiation and Needs Analysis**

- Review of business case and project initiation documents.
- Verification that the business, technical, and resource requirements were clearly defined and approved.
- Assessment of alignment with the Commission's strategic ICT plan (if any) and approved digital transformation strategy, modernisation roadmap, and Annual Performance Plans.

#### **4.2. Bid Specification and Conflict of Interest Management**

- Review of bid specification formulation with due consideration of the processes mapped and the business, technical, and resource requirements, as well as the functionality, performance, integration, and data protection requirements.
- Review of the involvement of stakeholders and technical subject matter experts in developing specifications.

- Assessment of all the role players from project feasibility to implementation to date in terms of any conflicts of interest, conflict-of-interest declaration, and mitigation processes during pre-specification (process mapping and business, technical, and resource requirements formulation), specification, evaluation, and award stages.

#### **4.3. Procurement and Award Process**

- Review of procurement process, compliance with the PFMA, PPPFA, National Treasury SCM Regulations, and internal SCM policy, etc.
- Evaluation of the objectivity and transparency of the specification, evaluation, and adjudication processes, including scoring and motivations.
- Confirmation that the award decision was approved by the appropriate delegated authority.

#### **4.4. Contracting and SLA Review**

- Verification that the signed contract/SLA is aligned with the bid specifications, submitted proposal and the approved project scope.
- Evaluation of the SLA, with a focus on system development milestones in line with the bid specifications, submitted proposal, performance indicators, penalty clauses, and project governance requirements, as well as the differentiation between implementation and support and maintenance costs.
- Assessment of whether the contract includes clauses on intellectual property, system ownership (ownership of the source code), and data protection.

#### **4.5. Payments and Financial Compliance**

- Review of payments made to all the service providers involved in the modernisation project from project feasibility to implementation to date.
- Validity of supporting documentation (invoices, acceptance of deliverables, and project quality assurance review and sign-off, and approval by the project steering committee)
- Alignment of payments milestones with SLA/Contract terms.
- Approvals of modernisation budget based on the approved business case, procurement plan inclusion and approval, budgetary compliance, and monitoring
- Evaluation of whether any advance or milestone payments were justified through documented quality assurance and acceptance testing.

#### **4.6. Quality Assurance and Value for Money**

- Review of issue resolution tracking for all implemented modules.

- Confirmation that the completed modules meet user needs (business and technical requirements).
- Confirm whether quality assessment was done by the project team before payment is made for completed modules and approval is obtained from the project steering committee.
- Assessment of implementation arrangements and their cost implications to date.
- Assessment of ongoing support and maintenance arrangements and their cost implications to date.
- Assessment of whether value-for-money was achieved through effective planning, monitoring, and contract management.

**4.7. Roles and responsibilities of role players within the Thuthuka project (NLC employees, Interns/ Fixed Terms Contractors, consultants, and service providers responsible for developing the system).**

**4.8. Compliance with relevant Prescripts**

The scope of the review covers compliance with the following:

- Public Finance Management Act (PFMA)
- Preferential Procurement Policy Framework Act (PPPFA)
- Supply Chain Management Prescripts and Instruction Notes
- National Treasury Regulations and Practice Notes
- NLC's Supply Chain Management (SCM) and ICT Governance Policies
- COBIT 2019 Framework
- PMBOK
- PRINCE 2
- CGICTPF

**5. DELIVERABLES**

- 5.1. The service provider will be expected to begin immediately after the signing of the formal Engagement Letter by the NLC Internal Audit Management.
- 5.2. The service provider will produce engagement deliverables in the form of an Engagement Letter to be duly approved by the Chief Audit Executive and the Audit Firm Partner (s).

- 5.3. The deliverables should, at a minimum, meet the requirements outlined herein, with the service provider including in the deliverables any additional best practice requirements at their discretion, but within the time and cost quoted.
- 5.4. The following output and quality assured by the engagement Partner should be produced:
- Audit Planning Memorandum
  - Risk and Control Matrix and Audit Program
  - Execution Working Papers
  - Draft report
  - Final report
  - A signed letter from the Audit Firm (in the Audit Firm Letterhead) confirming that the audit assignment was conducted in compliance with Global Internal Audit Standards and that the quality assurance principles were followed during the execution of the audit.
- 5.5. **Other requirements:**
- The staff should maintain their objectivity by remaining independent of the activities they audit.
  - There must be a professionally qualified project manager present throughout the duration of the audit.
  - The NLC will not be billed for any unproductive or duplicated time spent on an assignment, for any reason.
  - Sufficient time must be spent on assignments to ensure that quality is maintained at the highest standards.

## **6. DURATION OF THE PROJECT**

- 6.1. The project is expected to commence from the date of issuing of an official order and/or the signing of the Service Level Agreement (SLA) by both parties and must be completed within three (3) months.

## **SECTION 2: NOTICE TO SERVICE PROVIDERS**

### **7. Terms and Conditions of Request for Proposals (RFP/RFQ)**

This document may contain confidential information that is the property of the NLC.

- 7.1. 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/RFQ without prior written permission from the NLC.

- 7.2. All copyright and intellectual property herein vests with the NLC.
- 7.3. Late and incomplete submissions will not be accepted.
- 7.4. No services must be rendered or goods delivered before an official NLC Purchase Order form has been received.
- 7.5. This RFP/RFQ will be evaluated in terms of the 80/20 preference point system.
- 7.6. Suppliers are required to register on the Central Supplier Database at [www.csd.gov.za](http://www.csd.gov.za).
- 7.7. Suppliers must provide their CSD registration number (and attach a CSD Registration report) and ensure that tax matters are compliant.
- 7.8. All questions regarding this RFP/RFQ must be forwarded to [Proposals@nlcsa.org.za](mailto:Proposals@nlcsa.org.za).
- 7.9. Any supplier who has reasons to believe that the RFP/RFQ specification is based on a specific brand must inform NLC via the email address in 7.8.

## **8. General rules and instructions**

### **8.1. News and press releases**

- 8.1.1. Service Providers or their agents shall not make any news releases concerning this RFP/RFQ or the awarding of the same or any resulting agreement(s) without the consent of, and then only in coordination with, the NLC.

### **8.2. Precedence of documents**

- 8.2.1. This RFP/RFQ consists of a number of 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/RFQ and the stipulations in any other document attached hereto, or the RFP/RFQ submitted hereto, the relevant stipulations in this RFP/RFQ shall take precedence.
- 8.2.2. Where this RFP/RFQ is silent on any matter, the relevant stipulations addressing such matter, and which appear in section 217 of the Constitution of the Republic of South Africa, shall take precedence. Service Providers 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.
- 8.2.3. It remains the exclusive domain and election of the NLC as to which of these stipulations are



applicable and to what extent. Service Providers 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 Service Provider(s). The Service Provider(s) shall take care to restrict their enquiries in this regard to the most reasonable interpretations required to ensure the necessary consensus.

### **8.3. Preferential procurement reform**

8.3.1. 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.

### **8.4. National Industrial Participation Programme**

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

### **8.5. Language**

8.5.1. The Proposal shall be submitted in English.

### **8.6. Gender**

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

### **8.7. Headings**

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

### **8.8. Occupational Injuries and Diseases Act 13 of 1993**

8.8.1. The Service Provider warrants that all its employees (including the employees of any subcontractor 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/RFQ and/ or subsequent agreement. The commission reserves the right to request the Service Provider to submit documentary proof

of the Service Provider's registration and "good standing" with the Compensation Fund, or similar proof acceptable to the commission.

## **8.9. Processing of the Service Provider's Personal Information**

8.9.1. All Personal Information of the Service Provider, its employees, representatives, associates, and sub-contractors ("Service Provider Personal Information") required under this RFQ is collected and processed to assess the content of its tender proposal and award the Proposal. The Service Provider is advised that Service Provider 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 the National Treasury's Database of Restricted Suppliers.

8.9.2. All Personal Information collected will be processed in accordance with POPIA and with the Commission's Data Privacy Policy.

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

8.9.3.1. The commission personnel participating in procurement/award procedures, and

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

8.9.3.2.1. Contract description and RFQ number.

8.9.3.2.2. Names of the successful Service Provider(s) and preference points claimed.

8.9.3.2.3. The contract price(s) (if possible).

8.9.3.2.4. Contract period.

8.9.3.2.5. Names of directors.

8.9.3.2.6. Date of completion/award.

8.9.4. The commission will ensure that the rights of the Service Provider 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's PAIA manual.

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

## **9. Formal Briefing Session**

9.1. No briefing session.

## **10. Validity Period**

- 10.1. The Commission requires a validity period of 120 Days from the closing date against this RFP.
- 10.2. Service Providers are to note that they may be requested to extend the validity period of their quotation, on the same terms and conditions. A written letter will be sent to every bidder who responded to the RFP. In terms of procedural fairness, the bidders will be given an opportunity to respond, in writing, to the terms and conditions of the RFP and the quotation price. Such acceptance of the terms and conditions of quotation and quotation price becomes legally binding in the procurement process. Any bidder that did not respond to the extension of the quotation validity period, in writing, WILL NOT be considered further for the evaluation of the quotation upon expiry of the initial validity period.

## **11. National Treasury's Central Supplier Database**

- 11.1. Service Providers are required to self-register on the 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.
- 11.2. The Commission may not award business to a Service Provider who has failed to register on the CSD.
- 11.3. Only foreign suppliers with no local registered entity need not register on the CSD.
- 11.4. The CSD can be accessed at <https://secure.csd.gov.za/>

## **12. Confidentiality**

- 12.1. Proposals submitted for this Request for Proposal will not be revealed to any other Service Providers and will be treated as contractually binding.
- 12.2. The Commission reserves all the rights afforded to it by the POPIA in the processing of any of its information as contained in the Proposals.
- 12.3. The Service Provider 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 Proposal award and only for the purposes as detailed in this RFQ and in accordance with any applicable law.
- 12.4. The Service Provider 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, it is knowledge and report such crimes or suspected crimes to the relevant

authorities in accordance with applicable laws, after becoming aware of such.

### 13. Communication

- 13.1. Specific queries relating to this RFP should be submitted [quotation@nlcsa.org.za](mailto:quotation@nlcsa.org.za) and [maureen@nlcsa.org.za](mailto:maureen@nlcsa.org.za), **at least 2 days** before the closing date.
- 13.2. In the interest of fairness and transparency, the NLC's response to such a query may be made available to other Service Providers.
- 13.3. It is prohibited for Service Providers 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.
- 13.4. Service Providers 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.

### 14. Supplier Performance

- 14.1. 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.
- 14.2. Ad-hoc performance reviews shall be conducted where non-performance is identified outside the review period.
- 14.3. 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.
- 14.4. 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

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

#### Stage 1: Tender Closing and Opening

##### 15.1. Proposal closing details

The deadline for Proposal submission is **17 June 2025 @11:00** Standard South African Time. Any late tenders will not be accepted. Proposals are to be submitted to the NLC's tender box at the following physical address:

**National Lotteries Commission**  
**333 Grosvenor Street, Block D Hatfield Gardens,**  
**Hatfield, Pretoria, 0083**

**ONLY USBs WILL BE ACCEPTED**

##### 15.2. Submission Formats

The proposal documents must be submitted in a PDF format that is protected from any modifications, deletions, or additions. The service provider required the submission of the same proposal documents in an electronic format (USB).

Financial/pricing information must be presented in a separate attachment from the Technical/Functional Response information. The onus is on the Service Provider to ensure that all mandatory and required documents are included in the electronic submission.

Submissions must be prominently marked with the full details of the tender, namely the Service Provider's Name, RFP No and RFP Title.

RFQ submissions received after the closing date and time will be declared late and will not be accepted for consideration by the NLC.

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

- Traffic.
- Struggling to find parking.
- The courier is arriving late.

### 15.3. Stage 2: Administrative Compliance

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

Evaluation Criteria	Supporting Document
<ul style="list-style-type: none"> <li>Signed standard bidding documents (SBD Forms). It is required that the bidder must provide correct information and declaration in the SBD Forms duly signed by the authorized person</li> </ul>	Fully Completed Standard Bidding Documents SBD 1 SBD 6.1
<ul style="list-style-type: none"> <li>Original signed consent form in terms of the Protection of Personal Information Act 4 of 2013 (POPIA)</li> </ul>	POPIA Consent Form
<ul style="list-style-type: none"> <li>BBBEE Certificate/ Sworn Affidavit in terms of Codes of GoodPractice</li> </ul>	BEE Certificate/Sworn Affidavit
<ul style="list-style-type: none"> <li>Registered with the Central Supplier Database (CSD). RecentCentral Supplier Database (CSD)</li> </ul>	Full CSD Report with SARS Tax Compliance Status
<ul style="list-style-type: none"> <li>CIPC Registrations Documents</li> </ul>	CIPC CK Documents

### 15.4. Stage 3: Mandatory Requirement

All service providers must submit mandatory documents that comply with all mandatory requirements. Proposals that do not fully comply with the mandatory requirements will be disqualified and will not be considered for further evaluation. The mandatory requirement Evaluation will include the following:

EVALUATION CRITERIA	SUPPORTING DOCUMENT
1. In the event of the Service Provider being in a joint venture (JV), a signed JV agreement must be submitted (where applicable)	JV Agreement
2. Service Providers must submit a fully complete declaration of interest form (failure to declare honestly will lead to Service Provider being disqualified)	SBD 4

EVALUATION CRITERIA	SUPPORTING DOCUMENT
3. The Service provider must provide proof that one of the planned resources has attained Project Management Body of Knowledge (PMBOK) certification/ certificate.	A proof of PMBOK Certificate/ Certification

***Failure to comply with the above mandatory requirements will render your submission non-responsive and unacceptable.***

#### 15.5. Stage 4: Technical evaluation

15.5.1. The following rating scale will be used to evaluate proposals:

**Table 1: Rating Scale**

RATING	DEFINITION	SCORE
<b>Excellent</b>	Exceeds the requirement. Exceptional demonstration by the Service Provider of the relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services. Response identifies factors that will offer potential added value, with supporting evidence.	<b>5</b>
<b>Good</b>	Satisfies the requirement with minor additional benefits. Above average demonstration by the Service Provider of the relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services. Response identifies factors that will offer potential added value, with supporting evidence.	<b>4</b>
<b>Acceptable</b>	Satisfies the requirement. Demonstration by the Service Provider of the relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services, with supporting evidence.	<b>3</b>

RATING	DEFINITION	SCORE
<b>Minor Reservations</b>	Satisfies the requirement with minor reservations. Some minor reservations of the supplier's relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services, with little or no supporting evidence.	<b>2</b>
<b>Serious Reservations</b>	Satisfies the requirement with major reservations. Considerable reservations of the Service Provider's relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services, with little or no supporting evidence.	<b>1</b>
<b>Unacceptable</b>	Does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the Service Provider has the ability, understanding, experience, skills, resource & quality measures required to provide the goods / services, with little or no supporting evidence.	<b>0</b>

15.5.2. Service providers will be evaluated based on functionality. The minimum threshold for functionality is 75 out of 100 points. Service providers who fail to meet the minimum threshold will be disqualified and will not be evaluated further on price and special goals as per the Preferential Procurement Regulation of 2022. Technical evaluation will be conducted using the following criteria: -

CRITERIA			POINTS
<b>EXPERIENCE: ENGAGEMENT DIRECTOR/PARTNER – INTERNAL AUDIT &amp; ADVISORY</b>	<b>Experience: Engagement Director/Audit Partner</b>		
	<b>The CV must demonstrate experience in managing internal audit engagements.</b>		
	<b>Provide a comprehensive CV demonstrating experience of the Lead Director/Partner in overseeing / leading Internal audit and consulting engagements.</b>		
	<b>Experience</b>	<b>Indicator</b>	<b>Score</b>
	10 years' and above internal audit experience on management level	<b>5</b>	<b>10</b>
	5 years' and less than 10 years' internal audit experience on management level	<b>4</b>	
	3 years and less than 5 years' internal audit experience on management level	<b>3</b>	



CRITERIA			POINTS
	2 years and less than 3 years' internal audit experience on management level	2	
	1 year and less than 2 years' internal audit experience on management level	1	
	Less than 1 year internal audit experience on management level or no relevant experience	0	
QUALIFICATION (S): ENGAGEMENT DIRECTOR/PARTNER – INTERNAL AUDIT & ADVISORY	Qualifications : Engagement Director / Audit Partner		
	Qualifications: Lead Director / Partner for Internal Audit		
	Confirmation of IIA(SA) good standing letter or SAICA Membership Certificate		
	Qualifications and membership	Indicator	Score
	Relevant master's degree in Accounting, Auditing, Internal Auditing or equivalent or MBL or MBA and CIA or CA(SA)	5	5
	BCom (Hons) degree in Accounting, Auditing, Internal Auditing or equivalent and CIA or CA (SA) and any additional relevant auditing professional certifications	4	
	BCom (Hons) in Accounting, Auditing, Internal Auditing or equivalent, CIA, or CA(SA)	3	
	BCom degree in Accounting, Auditing, Internal Auditing or equivalent and CIA	2	
	Relevant National Diploma	1	
	No qualification submitted	0	
QUALIFICATIONS: SENIOR MANAGER or IT AUDIT: INTERNAL AUDIT	Experience: Senior Internal Audit Manager X1		
	The CV must demonstrate experience in managing Internal Audit Engagements.		
	Provide a comprehensive CV demonstrating experience in overseeing / Managing Internal audit and consulting engagements.		
	Qualifications and membership	Indicator	Score
	6 years' and more Internal Audit management experience	5	10
	4 years' and less than 6 years' Internal audit management experience	4	

CRITERIA			POINTS
	3 years' and less than 4 years' Internal audit management experience	3	
	2 years' and less 3 years' Internal audit management experience	2	
	1 year and less 2 years' Internal audit management experience	1	
	Less than 1 year Internal Audit management experience or no experience	0	
QUALIFICATIONS: SENIOR INTERNAL AUDIT MANAGER	Qualifications : Senior Internal Audit Manager X1		
	Confirmation of IIA(SA) good standing membership letter		
	Qualifications and membership	Indicator	Score
	Relevant BCom (Hons) degree, CIA, or CA (SA) and any additional relevant auditing professional certifications	5	5
	Relevant BCom (Hons) degree and CIA or CA (SA)	4	
	Relevant BCom degree and CIA	3	
	Relevant BCom degree	2	
	Relevant National Diploma	1	
	No qualification submitted	0	
EXPERIENCE: SCM AUDIT SPECIALIST	Experience: SCM Audit Specialist		
	The CV must demonstrate experience in supervising Internal Audit Engagements.		
	Provide a comprehensive CV demonstrating experience in conducting and overseeing SCM Audit with special focus on ICT related tenders.		
	Experience	Indicator	Score
	6 years' and more SCM Audit with special focus on ICT related tenders experience	5	5
	5 years' and less than 6 years' SCM Audit with special focus on ICT related tenders experience	4	
	4 years' and less than 5 years' SCM Audit with special focus on ICT related tenders experience	3	
	2 years' and less than 4 years' SCM Audit with special focus on ICT related tenders experience	2	

CRITERIA			POINTS
	1 year and less than 2 years' SCM Audit with special focus on ICT related tenders experience	1	
	Less than 1 year SCM Audit with special focus on ICT related tenders experience or no experience	0	
QUALIFICATIONS: SCM AUDIT SPECIALIST	Qualifications: SCM Audit Specialist		
	Qualifications and membership	Indicator	Score
	Relevant BCom (Hons) degree, CIA, or CA (SA)	5	5
	Relevant BCom degree and CIA	4	
	Relevant BCom (Hons) degree	3	
	Relevant BCom degree and Internal Audit Technician (IAT) / Professional Internal Auditor (PIA) certificate	2	
	Relevant BCom degree	1	
	No relevant qualification submitted	0	
EXPERIENCE: PROJECT GOVERNANCE ASSURANCE SPECIALIST	Experience: Project Governance Assurance Specialist		
	The CV must demonstrate experience in conducting internal audit engagements.		
	Provide a comprehensive CV demonstrating experience of the proposed Project Assurance Specialist with special knowledge of software development processes, Cobit 2019, PMBOK, Prince 2 and CGICTPF, etc.		
	Experience	Indicator	Score
	5 years' and above ICT Project Assurance experience	5	10
	4 years' and less than 5 years' ICT Project Assurance experience	4	
	3 years' and less than 4 years' ICT Project Assurance experience	3	
	2 years' and less than 3 years' ICT Project Assurance experience	2	
	1 year and less than 2 years' ICT Project Assurance experience	1	
	Less than 1 year ICT Project Assurance experience or no experience	0	
QAULIFICATION (S): PROJECT GOVERNANCE	Qualifications: Project Governance Assurance Specialist		
	Qualifications and membership	Indicator	Score

CRITERIA			POINTS
ASSURANCE SPECIALIST	Relevant Honours in IT/ auditing/ equivalent and ISO Certified or PMBOK certified or Prince @ Certified	5	5
	Relevant Honours in IT/ auditing/ equivalent	4	
	Relevant BCom Degree in ICT/ auditing or equivalent	3	
	Relevant/Diploma in ICT/ auditing or equivalent	2	
	Relevant certificate in ICT / auditing or equivalent	1	
	No qualification submitted	0	
EXPERIENCE: LEGAL EXPERT	Experience: Legal Expert		
	The CV must demonstrate experience in conducting internal audit engagements.		
	Provide a comprehensive CV demonstrating experience of the proposed Legal Expert with specific focus on ICT related SLA/ Contracts and expected deliverables		
	Experience	Indicator	Score
	5 years' and above in ICT (cloud based) related SLA/ Contracts review experience	5	10
	4 years' and less than 5 years' ICT (cloud based)- related SLA/ Contracts review experience	4	
	3 years' and less 4 years' ICT (cloud based) related SLA/ Contracts review experience	3	
	2 years' and less than 3 years' ICT (cloud based)- related SLA/ Contracts review experience	2	
	1 years and less than 2 years' ICT (cloud based) related SLA/ Contracts review experience	1	
	Less than 1 years ICT (cloud based) related SLA/ Contracts review experience or no experience	0	
QUALIFICATION (S): LEGAL EXPERT	Qualifications: Legal Expert		
	Qualifications and membership	Indicator	Score
	Master of Laws (LLM) and registered attorney/ advocate of High Court	5	5

CRITERIA			POINTS
	Master of Laws (LLM)	4	
	Bachelor of Law (LLB) and registered attorney/advocate of Magistrate Court	3	
	Bachelor of Law (LLB)	2	
	National Diploma in Law	1	
	No relevant qualification submitted	0	
SERVICE PROVIDER EXPERIENCE IN PROVIDING ICT SYSTEM DEVELOPMENT PROJECTS FROM INITIATION TO PAYMENT.	The service provider must demonstrate that they have the capacity to render the required services and demonstrate experience in internal audit and advisory services by submitting a company profile.		
	Experience	Indicator	Score
	5 years' and above experience in ICT System Development Projects	5	10
	4 years' and less than 5 years' experience = experience in ICT System Development Projects	4	
	3 years' and less than 4 years' experience in ICT System Development Projects	3	
	2 years' and less than 3 years' experience in ICT System Development Projects	2	
	1 year and less than 2 years' experience in ICT System Development Projects	1	
	Less than 1 year experience in ICT System Development Projects	0	
WRITTEN REFERENCE LETTERS.	Internal audit experience		
	Service Providers must provide reference letters from contactable references, (from different organizations) within the past seven (7) years from the closing of the Proposal. Letters from 1 organization will be considered as 1 reference. The reference letter must indicate in the letter the services you rendered in line with the scope of work as outlined above. The reference letter must be signed and dated, on the company letter head and must have contactable email address and contact number)		
	No appointment letters from clients will be accepted as reference letters.		
	Reference	Indicator	Score
	Five (5) relevant reference letters	5	5
	Four (4) relevant reference letters	4	
	Three (3) relevant reference letters	3	

CRITERIA			POINTS
	Two (2) relevant reference letters	2	
	One (1) relevant reference letter	1	
	No relevant reference letter	0	
Project approach/ Methodology and implementation plan	Project approach/ Methodology and implementation plan		
	The bidder must provide a methodology/audit approach and a project implementation plan which details how the service will be carried out.		
	Project approach/ Methodology and implementation plan	Indicator	Score
	Exceptionally well-documented, easy to follow: <ul style="list-style-type: none"><li>Documentation is impeccably organized and easy to navigate. All key components of the methodology are comprehensively explained.</li><li>Language and grammar are flawless, making it effortless to understand.</li><li>Visual aids and examples are extensive, enhancing clarity.</li><li>Terminology is consistently and precisely defined</li></ul>	5	15
	Well-documented, clear, and concise <ul style="list-style-type: none"><li>Documentation is well-structured and logically organized.</li><li>Key components of the methodology are explained in detail.</li><li>Language and grammar are clear, with minimal errors.</li><li>Visual aids and examples enhance understanding.</li><li>Terminology is consistent and well-defined.</li></ul>	4	
	Adequate documentation, some room for improvement <ul style="list-style-type: none"><li>Documentation provides a basic understanding of the methodology.</li><li>Most key components are covered but may lack detail.</li><li>Structure and organization are</li></ul>	3	

CRITERIA			POINTS
	reasonable. <ul style="list-style-type: none"> <li>Language and grammar are generally clear but may need refinement.</li> <li>Visual aids and examples are present but could be more comprehensive.</li> </ul>		
	<b>Limited documentation, lacking detail</b> <p>             thoroughness.              ogy are briefly mentioned or absent.              e or overly vague.              mples.              ewhat problematic.           </p>	2	
	<b>Poorly documented, difficult to understand</b> <ul style="list-style-type: none"> <li>Documentation is disorganized and lacks structure.</li> <li>Key concepts are unclear or missing.</li> <li>Grammar and language usage impede comprehension.</li> <li>Terminology is inconsistent or undefined.</li> <li>No visual aids or examples to illustrate concepts.</li> </ul>	1	
	<b>No Methodology submitted</b>	0	
<b>Total:</b>			<b>100</b>

#### 15.6. Stage 4: Evaluation on Pricing and Specific Goal as per PPR2022. The 80/20 principle based on the price and specific goals for the NLC

The following formula to be used to calculate the points out of 80 for price inclusive of all applicable taxes. A maximum of 80 points is allocated for price on the following basis:

<p><b>Price</b></p> <p>The following formula will be used to calculate the points out of 80 for price in respect of a bid 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> <div> <math display="block">P_s = 80 \left( 1 - \frac{P_t - P_{min}}{P_{min}} \right)</math> </div> <p>Where:</p> <p><i>P<sub>s</sub></i> = Score for the Bid under consideration</p> <p><i>P<sub>t</sub></i> = Price of Bid under consideration</p> <p><i>P<sub>min</sub></i> = Price of lowest acceptable Bid</p>	80
<p><b>TOTAL SCORE:</b></p>	
	80

A maximum of 20 points will be awarded to a bidder for the specific goals specified for the RFQ.

DESCRIPTION	Sub - points for specific goals	Maximum points for specific goals	Relevant Evidence
1. Procurement from entities who are black Owned		8	Copies of ID's/ CK Document/ Full CSD Recent Report
Tenderer who have 100% black Ownership	8		
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 / Sworn Affidavit
Tenderer who have 100% women ownership	4		
Tenderer who have 30% to 99% women ownership	2		
Tenderer who have less than 30% women ownership	0		
3. Procurement from Youth Ownership		4	B-BBEE Certificate / Sworn Affidavit
Tenderer who have 100% youth ownership	4		
Tenderer who have 30% to 99% youth ownership	2		
Tenderer who have less than 30% youth ownership	0		
4. Procurement from Disabilities Owned		4	
Tenderer who have 20% or more owners with disability	4		



DESCRIPTION	Sub - points for specific goals	Maximum points for specific goals	Relevant Evidence
Tenderer who have less than 20% but more than 10% owners with disability	2		Doctor confirming disability and CSD report
Tenderer who have less than 10% owners with disability	0		
<b>Total points for specific goals</b>		<b>20</b>	

#### 15.7. Stage 5: Due Diligence

NLC reserves the right to conduct supplier due diligence prior to final award or at any time during the contract period. This may include site visits and requests for additional information.

#### 15.8. Stage 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 to obtain 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. Service Providers may be requested to provide their best and final offers based on contract negotiation.

ANNEXURE A: PRICING SCHEDULE - RFQ/2025 -006-002 Modernisation Initiation, Procurement, and Payment Process Review.

Name of bidder.....

Name of Resource	Level and Capacity	Planning Stage hrs	Execution stage hrs	Reporting stage hrs	Proposed Project budget					
					Total hrs	Hourly rate (VAT incl)	Variable average rate (VAT incl)	Cost (VAT incl)		
	Engagement Director/ Audit Partner									
	Senior Audit Manager									
	SCM Audit Specialist									
	Project Governance Assurance Specialist									
	Legal Expert									
				Total hrs	450 hrs					
				Sub-Total audit fee (Vat Incl.)						R
				Discount amount						R
				[A] Sub-Total audit fee (Vat Incl.)						R

NB! Financial/pricing information must be presented in a separate attachment from the Technical/Functional Response information. Please note that budgeted hours are limited to 450 hours for this project.

Name of Representative ..... Signature: .....