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National Lotteries Commission (NLC)
P.O Box 1556
Brooklyn Square 0083, Pretoria

NATIONAL LOTTERIES COMMISSION

TERMS OF REFERENCE FOR THE APPOINTMENT OF A DULY QUALIFIED SERVICE PROVIDER FOR IMPLEMENTATION OF ENTERPRISE AND SUPPLIER DEVELOPMENT PROGRAMME FOR THE NATIONAL LOTTERIES COMMISSION FOR A PERIOD OF THREE YEARS

BID PROCESS	BID REQUIREMENTS
Bid number	**NLC/2026-015**
Bid advertisement date	**07 September 2026**
Closing date and time	**28 September 2026 @ 11:00**
Bid validity period	**120 Days (Hundred and Twenty Days)**
Compulsory Briefing Meeting	**Date: 17 September 2026 @11:00-12:00** **Place: 333 Grosvenor Street, Hatfield, Pretoria, 0083**
Email Enquiries	Only email enquiries will be accepted and can be submitted to bids@nlcsa.org.za and copy penelope@nlcsa.org.za not later than 28 September 2026.
Bid Submission Instruction	The bid document must be submitted via **E-TENDER SUBMISSION - https://www.etenders.gov.za/** NO email or hard copies will be accepted

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Bid Submission Guidelines

Bid submissions must be submitted in a PDF format with properly indexed folders protected from any modifications, deletions, or additions. The documents and the folders must be properly indexed as follows:

Folder 1: Admin	**Folder 2: Mandatory**	**Folder 3: Technical**
SBD 1	SBD 4	Technical Proposal
SBD 6.1	Signed JV Agreement or MoU, if applicable. Must be signed by the authorised representative for all JV members.	Company Profile and Experience
POPIA Consent Form	Completed and signed Pricing Schedule. See Annexure 2.	Detailed CVs of proposed team
Valid SARS Tax Pin	Current and valid ABP Membership Certificate or Institute of Management Consultants of South Africa or equivalent accreditation for consultancy services of the Lead Consultant	Reference Letters
CSD Detailed registration report		
Valid B-BBEE Certificate or Sworn Affidavit; JV to submit consolidated proof.		
****THIS TERMS OF REFERENCE MUST NOT BE R RETURNED. ONLY SBD FORMS, POPIA FORM AND ANNEXURES TO BE RETURNED.**		

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NATIONAL LOTTERIES COMMISSION
a member of the dtic group

SECTION 1

1. BACKGROUND AND CONTEXT

NATIONAL LOTTERIES COMISSION

The National Lotteries Commission ("the NLC") is a Schedule 3A public entity listed in terms of the Public Finance Management Act, 1999 (Act No.1 of 1999) ("the PFMA"), as amended. The NLC was established as a juristic person in terms of section 2 of the Lotteries Ac, 1997 (Act No. 57 of 1997), as amended ("the Lotteries Act"). The primary objectives of the Lotteries Act is to regulate and prohibit unlawful lotteries and sports pools. While establishing a regulatory authority, the NLC oversees and administers these matters in the public interest. The NLC aims to ensure that funds raised through the National Lottery are distributed equitably and expeditiously across South Africa to advance social upliftment of communities in need with the aim of addressing poverty and reducing inequalities in line with the National Development Plan.

ENTERPRISE AND SUPPLIER DEVELOPMENT

The NLC is committed to the transformation of the South African economy through the adoption of the Broad-Based Black Economic Empowerment (B-BBEE) framework. It is against this background that that the NLC is required to partner with a highly qualified service provider to implement Enterprise & Supplier Development (ESD). Enterprise Development (ED) and Supplier Development (SD) is one of the three priority elements of the Broad-Based Black Economic Empowerment (B-BBEE) Scorecard. The aim is to strengthen local procurement, enhance local supplier development programmes and increase financial support towards black entities.

The NLC ESD Programme is part of the Annual Performance Plan intended to support qualifying SMMEs (Exempted Micro Enterprise and Qualifying Small Enterprise as legislatively prescribed) with financial and non-financial support. The NLC is committed to support SMMEs over the 5-year Medium-Term Development Plan (MTDP) period to enable NLC to improve its B-BBEE level and scorecard targets while generating measurable economic impact.

The ESD programme comprises of the ED and SD initiatives and currently the NLC does not have the Programme in place. As a result, the NLC seeks to outsource the development,

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management and administration services of the ESD programme. The NLC B-BBEE Contribution Status Level for financial year-end 31 March 2024 was Level 6 and for financial year-end 31 March 2025 it was a Level 8 following the B-BBEE verification processes for two (2) respective years. B-BBEE Certificates & Scorecard Reports for 2 consecutive years are available as "Annexure 1" to the bid document.

The NLC invites suitably qualified and experienced bidders to submit bid proposals for the implementation of ESD Programme for a period of three (3) years. In line with the requirements of the Public Finance Management Act (PFMA) No. 1 of 1999 and Treasury Regulations, the NLC seeks to engage the services of duly service providers.

2. PURPOSE

The purpose of the bid is to appoint a duly qualified and experienced service provider to implement the ESD Programme for the NLC to promote inclusive economic growth by supporting, developing, and integrating small, medium, and micro enterprises (SMMEs), particularly black-owned businesses, into an organization's supply chain which aims to build sustainable businesses that contribute to job creation, economic transformation, and long-term competitiveness for the NLC for a period of a period of 3 years.

3. OBJECTIVES

The following are key objectives for the bid:

a) Promote Broad-Based Economic Empowerment

- Increase participation of historically disadvantaged individuals and black-owned businesses in the economy.
- Support transformation objectives in line with B-BBEE requirements.
- Enhance economic inclusion and wealth creation.

b) Develop Sustainable Suppliers

- Strengthen supplier capabilities through training, mentoring, coaching, and technical support.
- Improve operational efficiency, quality standards, and business management skills.

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- Enable suppliers to become competitive and self-sustaining enterprises.

c) Create Employment Opportunities

- Support business growth among supplier enterprises, leading to job creation and youth development job opportunities.
- Contribute to reducing unemployment and improving livelihoods within communities.
- Encourage entrepreneurial growth and innovation.

d) Improve B-BBEE Performance

- Enhance the organization's B-BBEE scorecard through Enterprise and Supplier Development contributions.
- Demonstrate commitment to transformation and socio-economic development.
- Engage stakeholders, regulatory, and governance expectations.
- Improve the B-BBEE Contribution Status **Level 8 to the targeted level 3** in terms of the NLC approved APP Targets.

4. SCOPE OF WORK

The scope of work entails the following:

- Develop the NLC ESD Plan, Strategy and Policy within one (1) month of appointment and annually review both the Plan, Strategy and Policy to ensure compliance with the updated legislation and NLC targets.
- Identify strategic programmes/projects in line with NLC's transformation strategy and provide proposals annually to NLC Committees for consideration.
- Provide the full management solution to manage and administer the NLC ESD Programme value chain to be linked to the B-BBEE Verification process/tool in consultation with relevant stakeholder/s.
- Where applicable, take over the management and reporting of existing ESD Projects.
- Report on the ESD Programme to NLC. The reporting shall be done monthly, quarterly and annually. It is expected that there will be four meetings annually.
- Monitor and evaluate the ESD Projects throughout the implementation of the NLC ESD

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Programme. Provide monitoring and evaluation reports on a quarterly basis.

- Provide critical project performance review and stakeholder engagement. The stakeholders include amongst others, NLC Management, Beneficiaries and other organs of state amongst others.
- Identify opportunities in integrating the Socio-Economic Development (SED) and ESD programmes to achieve the broader socio-economic impact.
- Manage expectations of internal and external stakeholders (at various levels) i.e., communication, reporting and consultation. The stakeholders, includes amongst others, NLC Committees including Board Committees, Executive Committee, Supply Chain Committees, all NLC Divisions affected by the ESD scorecard and other partners.
- Provide advisory support service to NLC on applicable legislative compliance in relation to ESD Programme.
- Provide all information, support management and engage with the NLC B-BBEE verification agency during the verification process as they may occur.
- Establish, propose and implement the ESD Contribution Benefit Matrix in a form of financial and non-financial support and as approved by the NLC under Code Series 400 of B-BBEE Code of Good Practise.
- Conduct impact assessment of the entire ESD Projects at the end of the Project(s) and issue a written report to NLC.
- Conduct physical site visits to beneficiaries, as and when required.
- Make all records and resources available for internal and external audits, as well as dealing with requests for information, queries and findings during the financial year.

5. DELIVERABLES

Below are expected deliverables:

a) The timelines for the 2026/27 financial year are extremely tight. The following actions and timelines must be achieved:

#	Action	Timelines
1.	Develop the ESD Strategy and Policy	Within 1 month of appointment

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2.	Identify strategic projects in line with NLC's transformation strategy and provide proposals and recommendations	As above
3.	Identify beneficiaries (qualifying suppliers and SMMEs) for development, contract and initiate funding disbursements	Within 2 months of appointment
4.	Enable NLC to achieve progressive ESD Targets by	March 2027, 31 March 2028 and 31 March 2029 respectively

b) Develop and implement an ESD Programme that is designed to achieve the maximum possible ESD recognition and points under the applicable B-BBEE Codes, including annual scorecard forecasting, verification readiness reviews, beneficiary qualification validation, evidence management and direct support during annual B-BBEE verification.

c) Supplier Development Programmes

- Training workshops and business development sessions.
- Mentorship and coaching programmes.
- Technical and operational support interventions.

d) Supplier capability improvement plans.

e) Financial / Funding and Non-Financial Support

f) Skills and Capacity Building through business and financial management training, compliance and governance support, mentorship and coaching programmes and industry-specific technical skills development.

g) Monitoring and Reporting on quarterly and annual ESD progress reports; ESD scorecard and performance reviews; Impact assessment reports and B-BBEE ESD compliance reporting.

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6. REPORTING REQUIREMENTS

The successful service provider will report to the Finance Division.

7. DURATION OF THE PROJECT

The expected duration of the contract is 3 years, which may be effective on the date of appointment, the date of signing of a service level agreement (SLA) or directed and at the discretion of the NLC

8. COMPULSORY BRIEFING SESSION

17 September 2026 @11:00-12:00

SECTION 2: NOTICE TO BIDDERS

1. Terms and conditions of the bid

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 (CSD) at www.csd.gov.za.

1.8 Suppliers must provide their CSD registration number (and attach a CSD Registration report) and ensure that tax matters are compliant.

1.9 All questions regarding this RFP must be forwarded to bids@nlcsa.org.za and copy penelope@nlcsa.org.za. All enquiries to be responded within 3 days of receiving the enquiry.

1.10 The NLC shall monitor performance and ensure compliance with standards.

2. General rules and instructions

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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 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 and the stipulations in any other document attached hereto, or the RFP submitted hereto, the relevant stipulationsin this RFP shall take precedence.

2.2.2 Where this RFP is silent on any matter, the relevant stipulations addressing such matter, and which appearin 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.

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2.4.2 Bidders are required to sign and submit the Standard Bidding Documents (SBDs) and any required documents and annexures.

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 proofacceptable 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 Data Privacy Policy.

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

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2.9.4 The commission personnel participating in procurement/award procedures;

2.9.5 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:

2.9.5.1 contract description and bid number.

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

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

2.9.5.4 contract period.

2.9.5.5 names of directors; and

2.9.5.6 date of completion/award

2.9.6 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.

2.9.7 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. Validity Period

3.1 The Commission requires a validity period of 120 Days from date of closing against this RFP.

3.2 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 is not finalised within the validity period.

4. National Treasury's Central Supplier Database

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

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

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

4.4 The CSD can be accessed at https://secure.csd.gov.za/

5. Sub-contracting and joint ventures

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5.1 Sub-contractors and partners in consortia or joint ventures are to engage in fair and reasonable conditions of contract. Contractors who contravene the contract conditions shall potentially be designated as restricted suppliers.

5.2 A bidder shall not be awarded points for B-BBEE status level if it is indicated in the documents that such a bidder intends sub-contracting more than 25% of the value of the contract to any other enterprise that does not qualify for at least the points that such a bidder qualifies for, unless the intended sub-contractor is an exempt micro enterprise (EME) that has the capability and ability to execute the sub-contract.

5.3 A bidder awarded a contract may not sub-contract more than 25% of the value of the contract to any other enterprise that does not have an equal or higher B-BBEE Status Level than the person concerned, unless the contract is sub-contracted to an EME that has the capability and ability to execute the sub-contract.

6. Pricing and Payment

6.1 Prices are non-firm to be reviewed annually and implemented in year 2 and year 3 respectively.

6.2 Pricing schedule available as “*Annexure 2* “ to the bid document must be completed and returned together with the bid.

6.3 Annual prices (Vat Inclusive) to be supported by documentary proof of the annual increase/s.

6.4 Payments to be made upon satisfactory delivery of services and submission of valid invoices and statements.

7. CONFIDENTIALITY

7.1 Bids submitted for this Request for Proposals (RFQs) will not be revealed to any other bidders and will be treated as contractually binding.

7.2 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.

7.3 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

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bid award and only for the purposes as detailed in this RFP and in accordance with any applicable law.

7.4 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.

8 COMMUNICATION

8.1 Specific queries relating to this RFP should be submitted bids@nlcsa.org.za, before the closing date.

8.2 In the interest of fairness and transparency the NLC's response to such a query may be made available to other bidders.

8.3 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.

8.4 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.

9 SUPPLIER PERFORMANCE

9.1 The NLC 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.

9.2 Ad-hoc performance reviews shall be conducted where non-performance is identified outside the review period.

9.3 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.

9.4 Any party to this agreement may request to participate in a joint performance review where

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appropriate and seek continuous improvement opportunities.

9.5 The NLC will undertake supplier monitoring and evaluation on the full ESD implementation and reporting through a dedicated NLC envisaged digital platform to be made available to the successful service provider.

10. Bid Closing and Opening

The bid closing date for submission is **28 September 2026 @ 11:00** Standard South African Time. Submission of this tender is online via e-tender portal. No emails or physical submission will be accepted. See link below: **https://www.etenders.gov.za/**.

The onus remains with the bidder to ensure successful submission of their bids on the e-tender portal. Any discrepancies must be resolved with the National Treasury as the custodians of the E-Tenders portal.

SECTION 3: EVALUATION CRITERIA

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

Stage 1: Administrative Compliance (Pre-Qualification)

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

Compliance Requirement	Required Evidence
Submit a completed SBD 1 form: Invitation to Tender.	SBD 1 form
Submit a completed SBD 6.1 form: Preference Points Claim Form, in line with the 2022 Preferential Procurement Regulations	SBD 6.1 form
Confirm tax compliance	Valid SARS Tax PIN

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Compliance Requirement	Required Evidence
Register on the CSD, unless the bidder is a foreign supplier without a locally registered entity.	CSD summary registration report. For JVs, provide CSD summary reports for all parties.
Submit a signed POPIA consent form.	Signed POPIA Consent Form.
Submit valid B-BBEE proof under the Codes of Good Practice.	Valid B-BBEE Certificate or Sworn Affidavit. JVs must submit consolidated certificates or sworn affidavit

Stage 2: Mandatory Compliance

All bid respondents must submit mandatory documents that comply with the bid 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 Documents
a) Standard Bidding Document (SBD) 4: Bidders must submit a fully completed declaration of interest form. Failure to declare honestly will lead to the bidder being disqualified.	**Fully Completed and Signed SBD 4 Form**
b) In the event of the bidder being in a joint venture (JV), a signed JV Agreement	A duly signed Joint Venture Agreement/ Memorandum of Understanding (MoU) signed by the authorized representative on behalf of all JV members
c) Bidder must submit price proposal	Fully completed Pricing Schedule See Annexure 1

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according to the NLC Pricing Schedule	
d) Membership of the Lead Consultant with Association of B-BBEE Professionals (ABP) OR Institute of Management Consultants of South Africa or equivalent accreditation for consultancy services	Current and valid ABP Membership Certificate or Institute of Management Consultants of South Africa or equivalent accreditation for consultancy services of the Lead Consultant

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.

Stage 3: Technical Evaluation

4.1 The following rating scale will be used to evaluate bid proposals:

Table 1: Rating Scale

Rating	Definition	Score
Excellent	Exceeds the requirement. Exceptional demonstration by the bidder 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.	**5**
Good	Satisfies the requirement with minor additional benefits. Above average demonstration by the bidder 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.	**4**
Acceptable	Satisfies the requirement. Demonstration by the bidder of the relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services, with supporting evidence.	**3**

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Rating	Definition	Score
Minor Reservations	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.	**2**
Serious Reservations	Satisfies the requirement with major reservations. Considerable reservations of the bidder's relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services, with little or no supporting evidence.	**1**
Unacceptable	Does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the bidder has the ability, understanding, experience, skills, resource & quality measures required to provide the goods / services, with little or no supporting evidence.	**0**

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4.2 The evaluation for the Technical / Functional threshold will include the following:

Rating scale of 0 – 5 as defined above to be applied

ITEM NO.	EVALUATION CRITERIA	SCORING MATRIX 0 – 5 POINTS	WEIGHTING
1.	**Company Experience**		3%
	Bidders must submit company profile/ corporate information of not more than 15 pages. The company profile/corporate information should include details of experience as a service provider with details, amongst others, number of years in business providing the implementation of ESD, list of outsourced ESD Programme (including ED and SD) managed (including dates and periods, funds managed per project, number of beneficiaries per project), achievements in outsourced ESD Programme (in particular ED and SD), previous and	• Company profile with experience of ≥ 9 years **= 5** • Company profile with experience of > 7 years and ≤ 9 years **= 4** • Company profile with experience of > 5 years and ≤ 7 years **= 3** • Company profile with experience of > 3 years and ≤ 5 years **= 2** • Company profile with experience of > 2 years and ≤ 3 years **= 1 points**	

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	current clients; and lists of sub-contractors (where applicable)	• Company profile with experience of ≤ 2 years / No company profile **= 0 points** Years of experience will be counted from the closing date of the bid. The NLC reserves the right to verify all details provided.	
2.	**Reference Letters**		**15%**
	Provide written reference letters for ESD implementation performed previously from contactable existing / recent clients within the past five (5) years from the closing of the bid. Reference letters should be presented as follows: • Dated signed written letter on an official letterhead from clients where services (ESD Implementation)	• Irrelevant or No reference letter/s **= 0** • 1 x reference letter for services **= 1** • 2 x reference letters for services **= 2** • 3 x reference letters for services **= 3**	

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	have been provided; • The date on the letters must not be older than one (1) year from the closing date of the bid and must be duly signed and be dated. • The letter must include details of the past improvement/s of the B-BBEE Status Contributor Level. • Letters must include the company name, contact name, email address, phone number, duration of contract, value of the contract, a brief description of the services provided. Letters from the same client will be regarded as 1 letter. Appointment letters and purchase orders will not be considered, and no points will be allocated.	• 4 x reference letters for services = **4** • 5x reference letters for services = **5**	

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	The commission reserves the right to validate the information provided by individual client organizations.		
3.	**Capacity and capability of key personnel**		**32%**
	The bidder must have at least one lead consultant with more than five (5) years' experience in management of ESD Programme (ED and SD). Attach latest detailed CV of the proposed lead consultant. The consultant team must include at least 5 qualified support team members, each with more than 3 years' experience in ESD Programmes, particularly ED and SD, and must comprise the following: • Project Director • Lead ESD Specialist • B-BBEE Technical Specialist • Fund Administrator • Monitoring & Evaluation Specialist		

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	• Enterprise Development Specialist The bidder must provide the Consultant Team's latest detailed CV, including relevant qualifications and at least 3 traceable references. The bidder must submit certified copies of the Team's qualifications. All qualifications must be verifiable through the South African Qualifications Authority (SAQA) or any other recognised and relevant educational body.		
3.1	**Experience of Key Personnel**		**16%**
	Project Director/ Lead Consultant Transformation, ESD and B-BBEE experience	• > 9 years **= 5** • > 7 years and ≤ 9 years **= 4** • > 5 years and ≤ 7 years **= 3** • > 3 years and ≤ 5 years **= 2** • > 2 years and ≤ 3 years **= 1** • ≤ 2 years **= 0**	**4%**
	Lead ESD Specialist		**3%**

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	ESD implementation experience	• > 5 years **= 5** • > 4 years and ≤ 5 years **= 4** • > 3 years and ≤ 4 years **= 3** • > 2 years and ≤ 3 years **= 2** • > 1 years and ≤ 2 years **= 1** • ≤ 2 years or No experience **= 0**	
	B-BBEE Technical Specialist B-BBEE verification and scorecard experience with SANAS-related B-BBEE verification		**3%**
	Fund Administrator Portfolio/fund and/or financial experience		**2%**
	Monitoring & Evaluation Specialist Experience in impact measurement and programme evaluation		**2%**
	Enterprise Development Specialist Experience in SMMEs incubation and development		**2%**
4.	**Qualifications of Key Personnel**		**16%**
	Project Director/ Lead Consultant Bachelor’s degree in Business Management, Commerce, Development Studies, Project Management, Finance, Economics, or a related field.	• 5 Points = Postgraduate qualification (Honours, master’s or higher) • 4 Points = Bachelor’s Degree	**4%**

	Lead ESD Specialist Bachelor's Degree in Business Management, Entrepreneurship, Economics, Development Studies, Commerce, Supply Chain Management, or related field	• 3 Points = National Diploma in a relevant field • 2 Points = Diploma in a relevant field • 1 Point = Certificate in a relevant field • 0 Point = No qualification submitted or qualification not relevant.	**3%**
	B-BBEE Technical Specialist Bachelor's Degree in Commerce, Accounting, Law, Business Administration, Economics, or related field.		**3%**
	Fund Administrator National Diploma or Bachelor's Degree in Finance, Accounting, Business Administration, Public Administration, Commerce, or related field.		**2%**
	Monitoring & Evaluation Specialist Bachelor's Degree in Statistics, Economics, Development Studies, Monitoring & Evaluation, Public Policy, Social Sciences, Research, or related field		**2%**

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	Enterprise Development Specialist Bachelor's Degree or National Diploma in Business Management, Entrepreneurship, Economics, Commerce, Development Studies, Marketing, or related field		**2%**
5.	**Portfolio/Fund Management**		**10%**
	The objective is to determine whether the bidder has the financial capability, governance, controls, and experience to manage funds (R 30 million) of this magnitude responsibly and deliver the project successfully. **5.1 Fund Management Experience (5 Points)** Bidder's fund size and types of funds the company currently or has previously managed. The bidder must provide details of the largest 1 Fund managed from their traceable client,	• Managing Fund of > R 30 m = **5** • Managing Fund of > R 20 m ≤ R 30 m **= 4** • Managing Fund of > R 15 ≤ 20 m years **= 3** • Managing Fund of > R 10 m ≤ 15 m **= 2** • Managing Fund of > R 5 m ≤ R 10 m **= 1** Excellent financial standing **= 5** Adequate financial standing **= 4** Satisfactory financial standing **= 3**	

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	including total fund value managed and the type of fund indicated. During evaluation of the criteria, NLC may verify the provided information (fund size, type, etc) with the client.	Marginal financial standing **= 2** Sound financial standing **= 1** Unfavorable financial standing or no financial statements **= 0**	
	5.1 Last 3 years audited or reviewed financial statements (5 Points) The bidder must submit copies of their last 3 years audited or reviewed financial statements.	Excellent financial standing **= 5** Adequate financial standing **= 4** Marginal financial standing **= 3** Sound financial standing **= 2** Unfavorable financial standing **= 1** Poor financial standing or no financial statements **= 0**	
6.	**Process flow for identification and sourcing of beneficiaries**		**10%**
	The bidder must provide copy of a process flow with practical examples or visual aids to illustrate the process flow. The bidder must indicate how they will be identifying, an	• No process flow **= 0** • Re-stating the scope of work and missing most elements in the process flow **= 1**	

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	d sourcing potential beneficiaries and implementing partners	• Re-stating the scope of work with some elements in the process flow **= 2** • Demonstrating a basic understanding of the scope of with the process flow adequately covered **= 3** • Demonstrating a good understanding of the scope of work with the process flow clearly and concisely (well-structured) covered **= 4** • Demonstrating a comprehensive understanding of the scope of work with the methodology exceptionally (logical, well-documented, easy to follow)	

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		covered in the methodology **= 5**	
7.	**Programme Governance**		**10%**
	Outline programme governance framework, systems and processes to ensure strategic control and risk management of the programme activities and assure independence on the services and advice provided to clients. Bidders are required to detail how they will manage the risks, including amongst others fund management, systems and processes in place.	• No programme governance framework, systems and processes provided **= 0** • Poor (satisfies the requirement with major reservations) programme governance framework, systems and processes provided **= 1** • Inadequate (satisfies the requirement with minor reservations) programme governance framework, systems and processes provided **= 2** • Adequate (satisfies the requirement) programme	

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		governance framework, systems and processes provided **= 3** • Good (satisfies the requirement with minor additional benefits) programme governance framework, systems and processes provided with detailed supporting evidence **= 4** • Excellent (exceeds the requirement with major additional benefits) programme governance framework, systems and processes provided with comprehensive supporting evidence **= 5**	
8.	**Methodology Approach and Execution Plan**		**10%**
	The bidder must provide a comprehensive and exceptional	• No execution plan or methodology	

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	methodology approach and execution plan that will be followed in the full value chain of the implementation on the management of ESD Programme (ED and SD). The methodology approach and execution plan must address proposed project plan with visual aids or examples to illustrate concepts with estimated milestones.	**= 0** • Re-stating the scope of work and missing most elements in the methodology and execution plan **= 1** • Re-stating the scope of work with some elements in the methodology and execution plan **= 2** • Project plan inclusive of timeline with resources and milestones, but minor reservations remain. Demonstrating a basic understanding of the scope of with all elements adequately covered in the execution plan and methodology **= 3**	

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		• Project plan inclusive of timeline with resources, risks, and dependencies included, good supporting evidence. Demonstrating a good understanding of the scope of work with all elements clearly and concisely (well-structured) covered in the execution plan and methodology **= 4** • Project plan inclusive of comprehensive phased plan with milestones, QA, governance, and clear reporting. Demonstrating a comprehensive understanding of the scope of work with all elements exceptionally (logical, well-	

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		documented, easy to follow) covered in the execution plan and methodology **= 5**	
9.	**Monitoring, evaluation, impact assessment and reporting**		**10%**
	Bidders are required to outline the monitoring, evaluation, impact assessment and reporting processes in management of ESD Programme (ED and SD). This must include monthly, quarterly, semester and annual reports including stakeholder meetings or updates.	• No monitoring, evaluation, impact assessment and reporting processes provided **= 0** • Poor (satisfies the requirement with major reservations) monitoring, evaluation, impact assessment and reporting processes provided **= 1** • Inadequate (satisfies the requirement with minor reservations) monitoring, evaluation, impact assessment and reporting processes provided	

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		= 2 • Adequate (satisfies the requirement) monitoring, evaluation, impact assessment and reporting processes provided **= 3** • Good (satisfies the requirement with minor additional benefits) monitoring, evaluation, impact assessment and reporting processes provided with detailed supporting evidence **= 4** • Excellent (exceeds the requirement with major additional benefits) monitoring, evaluation, impact assessment and reporting processes provided with	

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		comprehensive supporting evidence **= 5**	
	Total Points		**100**
	Minimum Qualifying Criteria		**70**

Only bidders that score above 70 points for the functional evaluation criteria will be further considered in the process for further evaluation.

Stage 4: Pricing and Specific Goals

Pricing Schedule: Please refer to Annexure A. The evaluation for Pricing and Special goal will include the following:

Specific Goals	**Sub - points for specific goals**	**Maximum points for specific goals**	**Relevant Evidence**
1. Procurement from entities who are Black Owned			Copies of ID's/ CIPC Report CSD Recent Report
Tenderer who has 100% black Ownership	8	**8**	
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			B-BBEE Certificate / B-BBEE Sworn Affidavit
Tenderer who has 100% women ownership	4	**4**	
Tenderer who has 30% to 99% women ownership	2		
Tenderer who has less than 30% women ownership	0		
3 Youth Ownership			B-BBEE Certificate / B-BBEE Sworn Affidavit
Tenderer who has 100% youth ownership	4	**4**	
Tenderer who has 30% to 99% youth ownership	2		
Tenderer who has less than 30% youth ownership	0		
4.Procurement from Disabilities			

Specific Goals	Sub - points for specific goals	Maximum points for specific goals	Relevant Evidence
Tenderer who has 20% or more owners with disability	4	4	Letter from the Doctor confirming disability not older than 1 year from the closing date of the bid and CSD report
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**	

Stage 5: Bidder Presentation, Due Diligence, Contract and Award

The NLC reserves the right to invite qualified bidders for presentations before the award of the Bid or at any time reserves the right to contact and confirm references provided during or after evaluation. NLC further reserves the right to conduct supplier due diligence prior to final award or at any time during the contract period and reserves the right to contact references provided and may include site visits and requests for additional information. 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.