

NATIONAL LOTTERIES COMMISSION

BID PROCESS	BID REQUIREMENTS
RFQ Number	RFQ2026-004-005
RFQ Description	APPOINTMENT OF A SERVICE PROVIDER FOR THE PROVISION OF SUITABLY QUALIFIED HUMAN CAPITAL MANAGEMENT SERVICES ON AN AS AND WHEN REQUIRED BASIS FOR A TWELVE (12) MONTHS PERIOD
RFQ Issue Date	20 April 2026
Closing date and time	24 April 2026 @11:00am (South African Standard Time)
RFQs Validity Period	120 days <i>from the closing date</i>
Submissions	<p>All submissions must be submitted to NLC Supply Chain Management, through (<i>online submission on e-tender</i>)</p> <p>The bid document must be submitted via E-TENDER SUBMISSION - https://www.etenders.gov.za/</p> <p>Enquiries may be addressed to maureen@nlcsa.org.za and quotation@nlcsa.org.za</p>

SECTION 1: INTRODUCTION, BACKGROUND AND TECHNICAL AND FUNCTIONAL REQUIREMENTS.

1. INTRODUCTION

1.1. The National Lotteries Commission (“**NLC**”) is a Schedule 3A public entity established under the Lotteries Act 57 of 1997, as amended, to regulate the South African lotteries and societies. The functions of the Commission can be divided into two categories, namely “regulation of Lotteries and societies” and “administration of the National Lottery Distribution Trust Fund (“**NLDTF**”)”. The Distributing Agencies (“**DAs**”) who are appointed by the Minister of Trade & Industry are responsible for the adjudication of the funding applications as per the Lotteries Act and applicable Regulations.

2. BACKGROUND

2.1 In fulfilling its mandate, the NLC is required to maintain effective, efficient and transparent systems of governance, internal control and human capital management in line with the Public Finance Management Act (PFMA), applicable labour legislation and good governance principles.

2.2 NLC is on a path to revitalize its operations and reputation ensuring that it can meet its mandate efficiently and effectively. The NLC is undergoing a period of organisational stabilisation, transformation and systems modernisation, including:

- A revised organisational structure;
- Heightened governance and compliance expectations;
- Increased scrutiny of employee relations, recruitment, performance and labour practices; and
- Implementation of an Enterprise Resource Planning (ERP) system with an HCM module.

2.3 These developments have placed significant operational and governance pressure on the Human Capital Management (HCM) function. As a result, the NLC requires experienced, hands-on HCM capacity to:

- Stabilise and provide resource support to the HCM function;
- Clear operational backlogs;
- Embed governance, controls and audit-ready evidence; and

- Lead HCM's contribution to ERP implementation and change management.

2.4 It is on this basis that NLC is embarking on this process to call for proposals from qualified service providers to provide Human Capital Management support services as defined in this request for proposal.

2.5 The table below sets out the HCM Functional Challenges and provides context with regards to the type of services that may be required.

HCM FUNCTIONAL CHALLENGES

Challenge	Comments
HCM operations not stabilised or optimally coordinated	<ul style="list-style-type: none"> • Lack of end-to-end ownership has contributed to operational backlogs and uneven service delivery to the business. • HCM processes are not yet fully aligned to organisational priorities and the revised organisational structure.
Capacity and capability constraints within the HCM function	<ul style="list-style-type: none"> • Significant vacancies and limited senior oversight have constrained the ability of HCM to run as a fully effective control function. • Existing staff are overstretched and required to manage both operational delivery and transformation initiatives simultaneously. • Limited structured reskilling and upskilling has impacted consistency, institutional knowledge and succession within HCM.
Recruitment and placement backlogs impacting business operations	<ul style="list-style-type: none"> • A backlog of critical vacancies has affected operational continuity and service delivery across the organisation. • Recruitment cycle times are extended, and targeted headhunting for scarce skills is limited. • Transition to the approved organisational structure requires focused change and placement management support.

<p>Employee Relations (ER) governance and turnaround challenges</p>	<ul style="list-style-type: none"> • Grievance and disciplinary processes are not consistently tracked end-to-end, resulting in variable turnaround times and audit risk. • Absence of standardised ER trackers and weekly compliance reporting limits oversight and assurance. • Labour relations require active, structured management to ensure adherence to collective agreements and reduce disputes.
<p>Incomplete policy and SOP operationalisation</p>	<ul style="list-style-type: none"> • Key HCM policies and SOPs require review, alignment, finalisation, standardisation and practical embedding. • Approved policies are not consistently translated into operational tools, checklists and guidance for line management. • Misalignment between policy intent and day-to-day practice increases compliance and audit exposure.
<p>Organisational culture and change not yet embedded</p>	<ul style="list-style-type: none"> • Culture renewal initiatives require stronger execution, tracking and linkage to APP priorities. • Limited measurable outcomes and aligned evidence reduce the ability to demonstrate impact. • Leadership and behavioural alignment interventions require structured support and follow-through.
<p>Workforce planning, analytics and management reporting gaps</p>	<ul style="list-style-type: none"> • Workforce data is fragmented, limiting proactive planning and decision-making. • Inconsistent reporting on establishment, vacancies, movements, leave and overtime constrains strategic workforce oversight. • Succession planning and skills forecasting are not yet fully embedded.

Challenge	Comments
ERP HCM integration and automation dependencies	<ul style="list-style-type: none"> • HCM input into the ERP programme requires dedicated leadership to address gaps, dependencies and process redesign. • Core HCM processes (recruitment, onboarding, ER, L&D, performance, payroll interfaces) must be aligned to ERP capabilities and automation goals. • Without focused ownership, ERP benefits and control improvements may not be fully realised.
Change management and process standardisation requirements	<ul style="list-style-type: none"> • End-to-end HCM workflows, approvals and escalation paths require review and standardisation. • Limited “how-to” guides and control checklists affect consistency and compliance. • Alignment with ICT Change Management is required to ensure sustainable process improvements.

5. OBJECTIVE

To appoint a service provider for the provision of suitably qualified and experienced human capital management resources services on an as and when required basis.

6. TECHNICAL AND FUNCTIONAL REQUIREMENTS

6.1 NLC is calling for proposals from experienced service providers with a proven track record to provide **interim, full-spectrum Human Capital Management support services** resources on an as and when required basis.

6.2 The successful supplier will report to the Acting SM: HCM and work collaboratively with the NLC management and staff to strengthen HCM operations, governance, compliance and capacity.

6.2.1 Facilitate the human capital management processes by providing comprehensive human capital management services to stabilise the HCM operations, reduce backlogs, improve turnaround times and compliance.

6.2.2 Provide expertise to augment the current level of resourcing and bring about increased strategic focus.

- 6.2.3 Manage critical deliverables from the HCM such as the ERP enabled HCM input, migration from the current to the new organisational structure, establish an e-learning platform, etc.
- 6.2.4 Align HCM policies and procedures to ensure compliance and governance.

6.3 Services required may include:

- 6.3.1 HCM policy and Standard Operating Procedures review and update.
- 6.3.2 Recruitment and placement
- 6.3.3 Employee Relations
- 6.3.4 Learning and Development (including Bursary Governance and E-learning capability)
- 6.3.5 Organisational Development and Culture
- 6.3.6 Employment Equity
- 6.3.7 Workforce planning and analytics
- 6.3.8 Re-skilling and upskilling HCM staff

6.4 The table below sets out the broad HCM functional area and the job profile and type of qualifications that the NLC could require from time to time on an as and when basis. Please ensure that CV's provided demonstrate these key areas. Please note that this is not an exhaustive list but aims to provide a general broad overview of the type of skills the NLC may require.

6.4.1 REQUIRED HCM RESOURCES

Required resource	Job profile and Qualification (The roles are not limited to the below indicated)
General HCM Management	<ul style="list-style-type: none"> • Provide full-time interim support to the HCM function with regards to operational plans, risks, controls, compliance and reporting and lead stabilisation of HCM operations and clearing of critical backlogs.

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- Provide day-to-day management and coaching of HCM staff.
- Manage core HCM operational areas including Policies, SOPs and controls.
- Manage recruitment and placement processes aligned to organisational structure.
- Ensure compliance with labour legislation, collective agreements and internal governance.
- Produce operational HCM reports and dashboards for management.
- Manage ERP HCM process alignment and user acceptance readiness, including HCM module input, dependencies and deliverables in collaboration with ICT and Finance.
- Support the Acting SM:HCM when engaging Internal Audit, Risk and Legal on HCM-related matters.

Qualifications: HR/HCM related degree and specialization in at least three of the HCM areas, i.e. general HCM management, OD, ER, L&D, Recruitment, ERP implementation. Professional registration with SABPP or equivalent.

Experience : Minimum 8 years relevant public sector HCM experience, of which at least 5 years at senior management level.

<p>OD / Change & Culture Specialist</p>	<ul style="list-style-type: none"> • Design and execute organisational culture renewal interventions. • Develop/ align and implement a change management plan aligned to the organisational structure transition, including communications, readiness, stakeholder mapping and adoption measures. • Establish practical tools: change impact assessments, change risk registers, adoption trackers, communications packs and manager toolkits (“how-to” guides). • Facilitate leadership alignment sessions and culture interventions linked to governance expectations and improved employee experience. Support performance and culture reinforcement initiatives (e.g., recognition, behavioural expectations, engagement interventions) and measure impact. • Work closely with Acting SM: HCM and ICT Change Management to align organisational change to ERP HCM adoption <p><u>Qualifications:</u> Degree in Organisational Development / Industrial Psychology/ Change Management.and specialisation in OD</p> <p><u>Certification:</u> Prosci/ACMP or equivalent</p> <p><u>Experience:</u> Minimum 5 years OD/change/culture experience, preferably in public sector or regulated environment; demonstrated experience producing evidence packs and measurable outcomes.</p>
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DETAILED JOB PROFILE AND QUALIFICATIONS

Required resource	Job profile and Qualification (The roles are not limited to the below indicated)
<p>Employee Relations (ER) Specialist</p>	<ul style="list-style-type: none"> • Manage end-to-end grievance and disciplinary processes. • Establish and maintain ER trackers, turnaround monitoring and audit trails. • Ensure compliance with labour legislation and collective agreements. • Prepare management and labour engagement documentation. • Support consequence management processes where applicable. <p><u>Qualifications:</u> HR/Labour Relations degree and specialization in labour relations.</p> <p><u>Certification/ Accreditation:</u> Relevant</p> <p><u>Experience:</u> Minimum 5 years ER experience in a public sector or regulated environment.</p>

<p>Recruitment & Placement Specialist</p>	<ul style="list-style-type: none"> Run end-to-end recruitment and placement processes for critical and scarce skills roles. Support clearing of recruitment backlogs and targeted headhunting initiatives. Manage placement processes aligned to approved organisational structure. Ensure compliance with recruitment policies, EE requirements and governance controls. Maintain complete recruitment audit files and evidence. <p><u>Qualifications:</u> applicable HR/HCM degree with specialization in Recruitment, Placement.</p> <p><u>Experience:</u> Minimum 4 years' recruitment experience, preferably in the public sector.</p>
<p>Learning & Development / EE Specialist</p>	<ul style="list-style-type: none"> Review, align and implement L&D policy and SOPs, including bursary governance and controls. Support EE Committee compliance, reporting and implementation plans. Design and support rollout of E-Learning initiatives and platforms. Track and report on skills development and EE outcomes. <p><u>Qualifications:</u> HRD / Training / OD related degree. <u>Certification/ Accreditation:</u> Relevant</p> <p><u>Experience:</u> Minimum 4 years L&D and/or EE experience in a structured organisation.</p>
<p>ERP HCM Functional Lead</p>	<ul style="list-style-type: none"> Lead HCM functional input into the ERP HCM module. Aligning HCM processes (Recruitment, Onboarding, Leave, Movements, ER, L&D, Performance, Payroll interfaces, etc.) to ERP capabilities. Identify and manage HCM dependencies with Finance and Performance Management modules. Support testing, change management and transition to automated processes. <p><u>Qualifications:</u> HR/HCM degree and ICT-related specialisation <u>with ERP HCM Accreditation/ Certification: ERP</u></p> <p><u>Experience:</u> Proven ERP HCM implementation experience (minimum 2 implementations preferred).</p>
<p>HCM Administrator</p>	<ul style="list-style-type: none"> Provide administrative support across HCM functions. Support recruitment administration, ER documentation and L&D records. Assist with audit queries and evidence preparation. <p><u>Qualifications:</u> HR/HCM related Certificate or Diploma.</p>

Experience – Minimum 2 years administrative experience in an HR/HCM environment.
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DELIVERABLES

6.5 The envisaged human capital management support services providers are expected to provide expertise, capacity, and resources to enable NLC HCM to expand its capacity, and responsiveness to meet rising expectations, and committed targets.

- 6.5.1 Improved operational efficiency/ Reduced Turn Around Times
- 6.5.2 Improved policy and SOP integration, alignment and implementation
- 6.5.3 Strong process expertise, best practices
- 6.5.4 Access to highly skilled HCM experts
- 6.5.5 Flexible and scalable capacity
- 6.5.6 Well-defined KPIs to measure process productivity and quality.
- 6.5.7 Strengthen Compliance to Legislative and Governance Process
- 6.5.8 Transfer skills to enable upskilling and reskilling of the HCM division.

6.6 Deliverables will be requested on an as and when needed basis and will require a pre-approved scope of work, including clearly defined measurable targets and the estimated time required.

6.7 The service provider should demonstrate adequate resources to assure timely responsiveness and flexibility to accommodate requests throughout the 12-month engagement.

6.8 Services require may include developing, aligning, reviewing HCM policies and procedures, assisting with processes to establish an e-learning platform, managing migration from the old to the new organisational structure, facilitating recruitment processes, reviewing and updating employee contracting, review and align governance and statutory processes for Employment Equity and OHS, as well as NLC Bursaries and related training and developing and manage key inputs into the ERP system.

6.9 The NLC expects tangible deliverables and transfer of skills.

6.10 The service provider will report as per the agreed scope of work approval and must ensure that audit ready documentation is kept.

6.11 Please ensure that the pricing schedule, as set out in the RFQ, is comprehensively completed.

7. REPORTING REQUIREMENTS

The successful supplier will report to the Acting SM: HCM and work collaboratively with the NLC management and staff to strengthen HCM operations, governance, compliance and capacity. A service level agreement will set out the process and method of delivery and approvals.

8. DURATION OF THE PROJECT

The expected duration of the contract is twelve (12) 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 subject to monthly progress. Services are required on an as and when basis.

9. VALIDITY PERIOD

9.1 The NLC requires a validity period of 120 days from the closing date of this RFQ.

9.2 Bidders are to note that they may be requested to extend the validity period of their bids, on the same terms and conditions. A written letter will be sent to every responsive bidder to the bid. In terms of procedural fairness, the bidders will be given an opportunity to respond, in writing, to the terms and conditions of the bid and the bid price. Such acceptance of the terms and conditions of the bid and bid price becomes legally binding in the procurement process. Any bidder that did not respond to the extension of the bid validity period, in writing, WILL NOT be considered further for the bid upon expiry of the initial validity period.

10. FORMAL BRIEFING SESSION

No briefing session.

SECTION 2: NOTICE TO BIDDERS

11. TERMS AND CONDITIONS OF REQUEST FOR QUOTATION (RFQ)

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

11.2 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 quotation in response to this RFQ without prior

written permission from the NLC.

- 11.3 All copyright and intellectual property herein vests with the NLC.
- 11.4 Late and incomplete submissions will not be accepted.
- 11.5 No services must be rendered or goods delivered before an official Commission Purchase Order form has been received.
- 11.6 This RFQ will be evaluated in terms of the 80/20 preference point system prescribed by the Preferential Procurement Policy Framework Act No. 5 of 2000 and the Preferential Procurement Regulations (PPR) of 2022.
- 11.7 Suppliers are required to register on the Central Supplier Database at www.csd.gov.za.
- 11.8 Suppliers are required to register on the Central Supplier Database at www.csd.gov.za. Suppliers must provide their CSD registration number (and attach the CSD Registration report) and ensure that the tax matters are compliant.
- 11.9 All questions regarding this RFQ must be forwarded to quotation@nlcsa.org.za and maureen@nlcsa.org.za within two (2) days of the closing date.

13 GENERAL TERMS AND CONDITIONS

- 13.1 A bid submitted in response to this RFQ will constitute a binding offer which will remain binding and irrevocable for a period of 120 days from the closing date of this RFQ.
- 13.2 Unless or until a binding contract is concluded between the NLC and the successful Bidder, the offer constituted by the Bid will be deemed not to have been accepted, and no agreement will be deemed to be reached with any Bidder. No services must be rendered or goods delivered before an official NLC Purchase Order form has been issued.
- 13.3 The NLC reserves the right to amend, modify, withdraw or terminate this RFQ or any of the requirements set out herein at any time (and from time to time), without prior notice and without liability to compensate or reimburse any Bidder or person.

13.4 Should this RFQ be amended, the NLC undertakes to publicise or send each Bidder in writing the amended RFQ. No oral amendments by the Bidder or the NLC shall be considered.

13.5 Any attempt to alter the terms and conditions or the scope of work may result in the bid being considered non-responsive.

13.6 Precedence of documents

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

13.6.2 Bidders shall refrain from incorporating any additional stipulations in their proposal submitted in terms hereof other than in the form of a clearly marked recommendation that 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 NLC.

13.6.3 It, however, remains the exclusive domain and election of NLC as to which of these stipulations are applicable and to what extent. Bidders hereby acknowledge that the decision of NLC 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 their enquiries in this regard to the most reasonable interpretations required to ensure the necessary consensus.

13.7 News and press releases

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

13.8 Preferential procurement reform

13.8.1 NLC shall apply the principles of the PPPFA to this proposal, read together with the PPR.

13.9 National Industrial Participation Program

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

- 13.10 It is compulsory for a Bidder submitting a bid to be registered on the National Treasury’s Central Supplier Database (“CSD”) and ensure that it remains registered for the duration of the services and/or contract, if successful. The Bidder must provide their CSD registration number and attach their CSD Summary report.
- 13.11 The Bidder needs to ensure that it is tax compliant at the time of submitting its Bid and remains tax compliant for the duration of the contract and/or services, if successful, and undertakes to provide supporting documentation issued by the South African Revenue Services (“SARS”) confirming it is tax compliant upon request by the NLC.
- 13.12 The NLC reserves the right to conduct site inspections or call for supporting documentation to confirm any information provided by a Bidder in its response to this Bid.
- 13.13 This RFQ is not intended to form the basis of a decision to enter into any transaction with the NLC and does not constitute an offer or recommendation to enter into such a transaction, or an intention to enter into any legal relationship with any person.
- 13.14 Neither the NLC nor any of its respective directors, officers, employees, agents, representatives or advisors will assume any responsibility for any costs or expenses incurred by any party in or associated with preparing or submitting a Bid in response to this RFQ.
- 13.15 No entity may be involved, whether directly or indirectly, in more than one Bid in response to this RFQ. Failure to comply with this requirement may, within the sole discretion of the NLC, result in the disqualification of the relevant entity.
- 13.16 Any material change in the control and/or composition of any Bidder or any core member of a Bidder after submission of a Bid shall be brought to the attention of the NLC Supply Chain Management (“SCM”) section in writing. The NLC shall be the sole arbiter as to what constitutes a material change in the control and/or composition of any Bidder and may, in its sole discretion, disqualify the Bidder from any further participation in the bid process.
- 13.17 Any requirement set out in this RFQ which stipulates the form and/or content of any aspect of a Bid is stipulated for the sole benefit of the NLC, and unless the contrary is expressed, may be waived by the NLC in its sole discretion at any stage in the bid process.

- 13.18 The NLC and its advisors shall rely on a bid as being accurate and complete in relation to the information and proposals provided therein by the bidders.
- 13.19 All Bids submitted to NLC shall become the property of NLC and will not be returned to the Bidders. The NLC will make all reasonable efforts to maintain information contained in proposals in confidence.
- 13.20 A Bid submitted by the Bidder shall be considered irregular if it shows any omissions or irregularities of any kind. However, the NLC reserves the right to waive any irregularities and to make an award in the best interest of the organisation.
- 13.21 The NLC reserves the right to accept or reject in part or whole any Bid submitted and to waive any technicalities if this is in the best interest of the organisation.
- 13.22 The NLC reserves the right to require a Bidder to provide a formal presentation of its RFQ at a date and time to be determined by the NLC. The NLC shall provide adequate instructions and clarification regarding the purpose and scope of the presentation. The Bidder shall bear all expenses.
- 13.23 All costs associated with the preparation and submission of the Bid remain the responsibility of the Bidder. The costs shall not be chargeable to the NLC by the successful or unsuccessful Bidder.
- 13.24 All bids must be formulated and submitted in accordance with the requirements of this RFQ.
- 13.25 Bids received after the closing date and time as specified in this RFQ shall be rejected.
- 13.26 The NLC is not obliged to appoint a bidder with the lowest price if, based on its sole discretion and assessment, the said bidder does not exhibit or demonstrate adequate capacity or full comprehension of the scope of work to be undertaken. In this regard, the NLC may appoint the lower-ranked bidder provided that the reasons for such deviation are properly justified and accurately recorded.
- 13.27 A bidder or any party acting on behalf of a Bidder shall not make any announcement or press releases concerning this RFQ or the awarding of any resulting agreement without the prior written consent of, and then only in coordination with, the NLC.
- 13.28 The assessment and award of the bid shall be conducted in accordance with applicable legislation.
- 13.29 Processing of Bidder's Personal Information

- 13.30 All Personal Information of the Bidder, its employees, representatives, associates and sub-contractors (“Bidder Personal Information”) required under this RFQ is collected and processed to assess the content of its tender proposal and award the bid. The assessment and award of the bid shall be conducted in accordance with applicable legislation, the Preferential Procurement Regulations, 2022. The Bidder is advised that the Bidder’s Personal Information may be passed on to third parties to whom NLC is compelled by law to provide such information. For example, where appropriate, NLC is compelled to submit information to the National Treasury’s Database of Restricted Suppliers.
- 13.31 All Personal Information collected will be processed in accordance with POPIA and with the NLC Data Privacy Policy.
- 13.32 The following persons will have access to the Personal Information collected:
- 13.32.1 NLC personnel are participating in procurement/award procedures.
 - 13.32.2 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 the National Treasury’s e-Tender portal.
 - 13.32.3 Contract description and RFQ number.
 - 13.32.4 Names of the successful Service Provider(s) and preference points claimed.
 - 13.32.5 The contract price(s) (if possible).
 - 13.32.6 Contract period.
 - 13.32.7 Names of directors.
 - 13.32.8 Date of completion/award.
 - 13.32.9 Occupational Injuries and Diseases Act 13 of 1993
- 13.33 The Bidder 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 RFQ and/ or subsequent agreement. NLC 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 NLC.
- 13.34 All Personal Information of the Bidder, including its employees, representatives, associates, and sub-contractors, required under this RFQ is collected and processed to assess the content of its bid

proposal and award the bid. By submitting a bid, the Bidder consents to the use of its Personal Information as stipulated in this RFQ.

13.35 A Bidder's Personal Information may be passed on to third parties to whom the NLC is compelled by law to provide such information. For example, where appropriate, the NLC is compelled to submit information to the National Treasury's Database of Restricted Suppliers.

13.36 All Personal Information collected will be processed in accordance with the Protection of Personal Information Act, 2013 (POPIA) and with the NLC Data Privacy Policy.

13.37 It is prohibited for Bidders to attempt, either directly or indirectly, to canvass or engage in any manner with any officer or employee of the NLC in respect of this RFQ between the closing date and the date of award of this bid.

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

13.39 Bids shall be submitted in English.

13.40 In this RFQ, the words "service provider" and "supplier" will be used interchangeably to refer to the Bidder.

13.41 Rejection of all Bids/Quotations and Disclaimer.

13.42 The NLC reserves the right to reject all bids when deemed necessary. This is justified when there is a lack of effective competition, or bids/quotations are not substantially responsive.

14. CONFIDENTIALITY

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

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

14.3 The Bidder acknowledges that it will obtain and have access to personal information of The Commission and agrees that it shall only process the information disclosed by the Commission in terms of this bid award and only for the purposes as detailed in this RFQ and accordance with any applicable law.

14.4 The Bidder shall notify the Commission 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.

15. COMMUNICATION

- 15.1 Specific queries relating to this RFQ should be submitted to quotation@nlcsa.org.za and maureen@nlcsa.org.za before the closing date.
- 15.2 In the interest of fairness and transparency, the Commission's response to such a query may be made available to other bidders.
- 15.3 It is prohibited for bidders to attempt, either directly or indirectly, to canvass any officer or employee of the Commission in respect of this RFQ between the closing date and the date of the award of the business.
- 15.4 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.

16 SUPPLIER PERFORMANCE

- 16.1 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 the contract for those contracts less than a year.
- 16.1 Ad-hoc performance reviews shall be conducted where non-performance is identified outside the review period.
- 16.2 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.
- 16.3 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

17 The Commission will evaluate all proposals in terms of the Preferential Procurement Regulation of 2022 and the Preferential Procurement Policy Framework Act. No. 5 of 2000 (PPPFA). The below phases evaluation criteria below will be considered in evaluating the proposals, being:

17.1 BID FORMAT

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

17.2 STAGE 1: RFQ CLOSING DATE AND SUBMISSION INSTRUCTIONS BID FORMAT

The deadline for RFQ submission is **24 April 2026 @ 11:00** Standard South African Time. Any late RFQ will not be accepted. Proposals must be submitted online as below:

The bid document must be submitted via E-TENDER SUBMISSION - <https://www.etenders.gov.za/>

[Home Page - eTenders Portal](#)

- Search by Organ of State
- Type the National Lotteries Commission on the window
- All Tenders advertised by NLC will pop up
- Click on the one you want to bid for
- Click on the +sign
- And start your e-submission process

17.3 STAGE 2: ADMINISTRATIVE COMPLIANCE

All bid respondents must submit required documents that comply with all administrative compliance requirements. The Administrative Compliance Evaluation will include the following:

Evaluation Criteria	Supporting Document/Content
SCM - SBD 1 - Invitation to Bid	Fully Completed Standard and duly signed
SCM - SBD 6.1 - Preference Points Claim Form in terms of the Preferential Procurement Regulations 2022	Fully Completed Standard and duly signed
Whether Service Providers have failed to register on the	Proof of Central Supplier

Evaluation Criteria	Supporting Document/Content
CSD. Only foreign suppliers with no local registered entity need not register on the CSD	Database (CSD) registration reflecting Tax compliant status
Whether the Service Provider tax affairs in order	Valid SARS Tax Pin
Original Signed consent form in terms of the Protection of Personal Information Act No.4 2013 (POPIA)	POPIA Consent Form
BBBEE Certificate in terms of Codes of Good Practice-Valid/ Sworn Affidavits	A valid BEE Certificate/Sworn affidavit

17.4 STAGE 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/Content
SCM - SBD 4 - Invitation to Bid	Fully Completed Standard and duly signed
In the event of the bidder being in a joint venture (JV),	Valid JV Agreement with supporting documents
Price Schedule	Pricing Proposal

17.5 STAGE 4 TECHNICAL PROPOSAL EVALUATION

Table 1: Rating Scale

Rating	Definition	Score
Excellent	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.	5
Good	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.	4
Acceptable	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.	3

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 Service Provider'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 Service Provider has the ability, understanding, experience, skills, resources & quality measures required to provide the goods / services, with little or no supporting evidence.	0

17.5.1 The following weighting system will apply, and only bidders scoring a minimum of 70 points or more will be evaluated on stage 5; bidders that fail to meet a minimum of 70 points will not be evaluated further on stage 5.

17.5.2 Points awarded will be allocated according to the weighting. For example, if the weight is 40, 5 points equate to 41. Only bidders that scored the minimum technical qualifying score of 70 and above will be evaluated further on Price and Special Goal.

PART 1: COMPANY PROFILE AND DEMONSTRATED ABILITY TO PROVIDE SERVICES (50%)

#	Evaluation Criteria	Sub-Weight Criteria / Description	Weight (%)
1.1	<p>Company Profile and Relevant Experience</p> <p>Company profile/ proposal must demonstrate the ability to provide key interim HCM leadership and operational HCM support services in the public/ regulatory sector.</p> <p>The proposal must clearly indicate years of experience and scope of services delivered and capacity (organogram) to deliver the following services.</p> <ol style="list-style-type: none"> 1. Senior/ Executive HCM Management 2. HCM governance and compliance including policy and procedure development, alignment and implementation. 3. Organisational design, change and culture 4. Recruitment and placement 5. Learning and Development (including learning platforms) 6. Employment Equity 7. ERP system implementation 	<p>Bidders must submit a detailed company profile demonstrating above five (5) years of relevant experience in providing HCM resources support services to Government departments and Public Institutions.</p> <p>Scoring:</p> <ul style="list-style-type: none"> • Above 10 years HCM support experience covering all the required areas of services = 5 • Above 7 years up to including 10 years covering all the required areas of services = 4 • Above 5 years up to including 7 years covering all the required areas of services = 3 • Above 3 up to including 5 years and/or covering only 5 or 6 areas of services = 2 • Above 2 years up to including 3 years and/ or covering only 3 to 4 areas = 1 • Less than 2 years relevant experience and/ or covering less than 3 of the areas 	20
1.2	<p>Methodology and Implementation approach:</p>	<p>Proposal clearly sets out the approach and methodology for optimal</p>	15

	<p>Bidder clearly sets out a customized and structured approach and methodology for optimal service delivery, risk mitigation, value addition to the NLC</p> <p>Submission must include:</p> <ol style="list-style-type: none"> 1. Clear approach to managing the relationship with the NLC to ensure effective and efficient service delivery. (Including a clear process of approval workflow, payment verification and reporting mechanisms) 2. Overarching methodology and approach per project/ assignment or task to ensure delivery within scope and time. 3. Approach to risk identification and mitigation 4. Value added services that the bidder provides as part of the service and at no additional cost to the NLC. 	<p>service delivery.</p> <ul style="list-style-type: none"> • Detailed, customized, comprehensive and structured approach and methodology is set out, including all 4 areas and demonstrating multiple value-added services = 5 • Detailed, customized, comprehensive and structured approach and methodology is set out, including all 4 areas and demonstrating at least 2 value added services = 4 • Detailed, customized, comprehensive and structured approach and methodology is set out, including communication, risk mitigation and value add = 3 • Comprehensive but generic approach and methodology is set out and or not including communication, risk mitigation or value add. = 2 • Only a high-level approach and methodology is set out. = 1 • No approach or methodology is provided = 0 	
1.3	Reference Letters:	Bidders must provide references of three (3) clients to whom relevant services	

<p>Provide a minimum of three (3) public sector clients references to whom similar resources services have been rendered in the last five (5) years. The reference letters must be in a company letterhead and should include the following minimum information: company name, name of contact person, address, phone number, brief description of the services rendered, and the letter must indicate/state overall customer satisfaction/ performance level. The letter must be signed and dated.</p> <p>NLC reserves the right to contact the clients for reference check. It is the responsibility of the bidder to ensure that the clients are contactable.</p> <p>Bidders who submit fraudulent letters will be disqualified</p>	<p>have been rendered in the last five (5) years.</p> <ul style="list-style-type: none"> • Bidder has provided five compliant reference letters. Description of services has been provided in all letters, satisfactory level of performance has been provided in all letters. = (5) • Bidder has provided four compliant reference letters. Description of services has been provided in all letters; satisfactory level of performance has been provided in all letters. = (4) • Bidder has provided three compliant reference letters. Description of services has been provided in all letters; satisfactory level of performance has been provided in all letters. = (3) • Bidder has provided two compliant reference letters. Description of services has been provided in all letters; satisfactory level of performance has been provided in all letters. = (2) • Bidder has provided one compliant reference letter. Description of services has been provided in all letters, satisfactory level of performance has been provided in all letters, contact details in all letters provided = (1) • No reference/ non-compliant letter provided = (0) 	<p>15</p>
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2	PART 2: RESOURCES QUALIFICATION AND EXPERTISE Replacement resources must be of the same or similar experience and qualifications	Detailed CVs are required for each of the identified resources to work with the NLC. <ul style="list-style-type: none"> • <u>Each CV must demonstrate meeting the required qualification and experience.</u> • <u>Copies of certified qualifications, professional registrations and accreditation where applicable must be included per CV</u> 	Weight (%)
2.1	HCM senior management specialization: <ul style="list-style-type: none"> • <u>Qualifications:</u> HR/HCM related degree in Human Resources with specialization in at least 3 of the 7 areas listed in evaluation criteria item 1 above. • <u>Professional registration:</u> with SABPP or equivalent. • <u>Experience:</u> Minimum 8 years relevant public sector/ regulatory HCM experience, of which at least 5 years at senior management level 	<ul style="list-style-type: none"> • Meets or exceeds the qualification criteria and has ≥ 10 years public sector HCM experience and ≥ 5 years at senior management level = 5 • Meets or exceeds the qualification criteria and has $\geq 7-10$ years public sector HCM experience and ≥ 4 years senior management experience = 4 • Meets or exceeds the qualification criteria and has $\geq 5-7$ years public sector HCM experience and ≥ 3 years senior management experience = 3 • Meets or exceeds the qualification criteria and has $\geq 3-5$ years public sector HCM experience and ≥ 2 year senior management = 2 • Only partially meets qualification criteria and/ or has < 3 years public sector HCM experience and/ or senior management experience = 1 • No relevant experience = 0 	10

<p>2.2</p>	<p>Organisational Design (change and culture) specialization</p> <ul style="list-style-type: none"> • <u>Qualifications:</u> Degree in Organisational Development / Industrial Psychology/ Change Management and relevant specializations. • <u>Certification:</u> Prosci/ACMP or equivalent • <u>Experience:</u> Minimum 5 years OD/change/culture experience, in public sector/regulatory; • CV demonstrates culture renewal delivery with measurable outcomes and structured change management aligned to organisational transition within public sector/ regulatory. 	<ul style="list-style-type: none"> • Meets or exceeds the qualification criteria and has ≥ 10 years relevant public sector/ regulatory experience. = 5 • Meets or exceeds the qualification criteria and has ≥ 7 to 9 years relevant public/regulatory sector experience = 4 • Meets or exceeds the qualification criteria and has 5 years up to 7 years public sector/ regulatory relevant experience = 3 • Meets or exceeds the qualification criteria and has ≥ 3 but less than 5 years public / regulatory sector relevant experience = 2 • Only partially meets qualification criteria and/ or has < 3 years public sector/ regulatory relevant experience = 1 • No relevant experience = 0 	<p>10</p>
<p>2.3</p>	<p>Recruitment and Placement Specialization</p> <ul style="list-style-type: none"> • <u>Qualifications:</u> applicable HR/HCM degree with specialization in Recruitment, Placement. • <u>Experience:</u> Minimum 4 years recruitment and placement experience in the public/ regulatory sector <p>CV demonstrating end-to-end recruitment and placement experience in a regulated/public sector environment.</p>	<ul style="list-style-type: none"> • Meets or exceeds the qualification criteria and has ≥ 8 years relevant public sector/ regulatory experience. = 5 • Meets or exceeds the qualification criteria and has ≥ 6 to 8 years relevant public/regulatory sector experience = 4 • Meets or exceeds the qualification criteria and has 4 years up to 6 years public sector/ regulatory relevant experience = 3 • Meets or exceeds the qualification criteria and has 2 but less than 4 years public / regulatory sector relevant experience = 2 	<p>5</p>

		<ul style="list-style-type: none"> • Only partially meets qualification criteria and/ or has <2 years public sector/ regulatory relevant experience = 1 • No relevant experience = 0 	
<p>2.4</p>	<p>Employee Relations (Labour Relations specialization)</p> <ul style="list-style-type: none"> • <u>Qualifications</u> HR/ Labour Relations degree and specialization in employee relations/ labour relations. • <u>Certification</u>: SABP or Equivalent • <u>Experience</u>: Minimum 5 years ER (labour) experience,] in public sector/regulatory;CV demonstrating grievance, disciplinary, labour relations and compliance experience, including trackers and audit trails • <u>Qualifications</u> HR/ Labour Relations degree and specialization in employee relations/ labour relations. • <u>Certification</u>: SABP or Equivalent • <u>Experience</u>: Minimum 5 years ER (labour) experience in public sector/regulatory: demonstrating grievance, disciplinary, labour relations and compliance experience, including trackers and audit trails. 	<ul style="list-style-type: none"> • Meets or exceeds the qualification criteria and has ≥ 10 years relevant public sector/ regulatory experience. = 5 • Meets or exceeds the qualification criteria and has ≥ 7 to 9 years relevant public/regulatory sector experience = 4 • Meets or exceeds the qualification criteria and has 5 years up to 7 years public sector/ regulatory relevant experience = 3 • Meets or exceeds the qualification criteria and has ≥ 3 but less than 5 years public / regulatory sector relevant experience = 2 • Only partially meets qualification criteria and/ or has <3 years public sector/ regulatory relevant experience = 1 • No relevant experience = 0 	<p>10</p>

<p>2.5</p>	<p>ERP HCM Specialization</p> <ul style="list-style-type: none"> • <u>Qualifications:</u> HR/HCM degree and ICT-related specialization <u>with ERP HCM</u> • <u>Experience:</u> 4 years' experience with successfully implementing ERP for HCM • <u>Accreditation/ Certification:</u> ERP or equivalent <p>Demonstrated experience in ERP HCM module implementation, integration with Finance/Performance and process automation.</p>	<ul style="list-style-type: none"> • Meets or exceeds the qualification criteria and has ≥ 8 years relevant public sector/ regulatory experience. = 5 • Meets or exceeds the qualification criteria and has ≥ 6 to 8 years relevant public/regulatory sector experience = 4 • Meets or exceeds the qualification criteria and has 4years up to 6 years public sector/ regulatory relevant experience = 3 • Meets or exceeds the qualification criteria and has 2 but less than 4 years public / regulatory sector relevant experience = 2 • Only partially meets qualification criteria and/ or has <2 years public sector/ regulatory relevant experience = 1 • No relevant experience = 0 	<p>10</p>
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2.6	<p>Learning and Development Specialization</p> <ul style="list-style-type: none"> <u>Qualifications:</u> HRD / Training / OD related degree and specialisation <u>Certification/ Accreditation:</u> Relevant <u>Experience:</u> Minimum 4 years L&D and/or EE experience in a structured organisation. CV demonstrating L&D, EE compliance, bursary governance and E-Learning implementation experience. 	<ul style="list-style-type: none"> Meets or exceeds the qualification criteria and has ≥ 8 years relevant public sector/ regulatory experience. = 5 Meets or exceeds the qualification criteria and has ≥ 6 to 8 years relevant public/regulatory sector experience = 4 Meets or exceeds the qualification criteria and has 4years up to 6 years public sector/ regulatory relevant experience = 3 Meets or exceeds the qualification criteria and has 2 but less than 4 years public / regulatory sector relevant experience = 2 Only partially meets qualification criteria and/ or has <2 years public sector/ regulatory relevant experience = 1 No relevant experience = 0 	5
		Total Points	100
		Minimum Points	70

17.6 STAGE 6: EVALUATION OF PRICE AND SPECIFIC GOALS

Evaluation on Price and Specific Goals as per PPR2022. The 80/20 Principle is based on Price and special 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>Price</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> $P_s = 80 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right)$ <p>Where:</p> <p>P_s = Score for the Bid under consideration P_t</p> <p>= Price of Bid under consideration P_{min}</p> <p>= Price of lowest acceptable Bid</p>	80
TOTAL SCORE:	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 Tenderer who has 100% black Ownership Tenderer who has 51% to 99% black ownership Tenderer who has less than 51% black ownership	 8 4 0	8	Copies of ID's/3 months CIPC Report from the closing date of the bid/ CSD Recent Report
2. Procurement from entities who are women			B-BBEE Certificate /

DESCRIPTION	Sub - points for specific goals	Maximum points for specific goals	Relevant Evidence
Owned			
Tenderer who has 100% women ownership	4	4	B-BBEEsworn Affidavit
Tenderer who has 30% to 99% women ownership	2		
Tenderer who has less than 30% women ownership	0		
3. Procurement from Youth Ownership			
Tenderer who has 100% youth ownership	4	4	B-BBEE Certificate / B-BBEEsworn Affidavit
Tenderer who has 30% to 99% youth ownership	2		
Tenderer who has less than 30% youth ownership	0		
4. Procurement from Disabilities Owned			
Tenderer who has 20% or more owners with disability	4	4	Letter from the Doctor not older than 1 year from closing of the bid confirming disability 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 7: Due Diligence, Contract and Award

The Commission reserves the right to undertake a due diligence exercise on the preferred bidder/s as part of a material risk evaluation aimed at determining to its satisfaction the validity of the information provided by the Bidder.

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 negotiations.

INVITATION TO BID (SBD 1)

PART A

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS							
BID NUMBER:	RFQ/2026-004-005	ISSUE DATE:	20 April 2026	CLOSING DATE:	24 April 2026	CLOSING TIME	11:00
DESCRIPTION	APPOINTMENT OF A SERVICE PROVIDER FOR THE PROVISION OF SUITABLY QUALIFIED HUMAN CAPITAL MANAGEMENT SERVICES ON AN AS AND WHEN REQUIRED BASIS FOR A TWELVE (12) MONTHS PERIOD						
BID RESPONSE MUST BE SUBMITTED VIA THE BELOW EMAIL							
The bid document must be submitted via E-TENDER SUBMISSION - https://www.etenders.gov.za/							
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO				TECHNICAL ENQUIRIES MAY BE DIRECTED TO:			
CONTACT PERSON	Maureen Senyatsi			CONTACT PERSON	Supply Chain Management		
TELEPHONE NUMBER	012 432 1300			TELEPHONE NUMBER	012 432 1470		
FACSIMILE NUMBER				FACSIMILE NUMBER			
E-MAIL ADDRESS	maureen@nlcsa.org.za			E-MAIL ADDRESS	quotation@nlcsa.org.za		
SUPPLIER INFORMATION							
NAME OF BIDDER							
POSTAL ADDRESS							
STREET ADDRESS							
TELEPHONE NUMBER	CODE			NUMBER			
CELL PHONENUMBER							
FACSIMILE NUMBER	CODE			NUMBER			
E-MAIL ADDRESS							
VAT REGISTRATION NUMBER							
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:			OR	CENTRAL SUPPLIER DATABASE	UNIQUE REGISTRATION REFERENCE NUMBER: MAAA	
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	[TICK APPLICABLE BOX] Yes No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT		[TICK APPLICABLE BOX] Yes 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]							

1. ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS / SERVICES / WORKS OFFERED?	YES <input type="checkbox"/> NO <input type="checkbox"/> [IF YES ENCLOSE PROOF]	2. ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?	YES <input type="checkbox"/> NO <input type="checkbox"/> [IF YES, ANSWER QUESTIONNAIRE BELOW]
QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS			
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	
DOES THE ENTITY HAVE A BRANCH IN THE RSA?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	
DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?	YES <input type="checkbox"/>	NO <input type="checkbox"/>	
IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION	YES <input type="checkbox"/>	NO <input type="checkbox"/>	
IF THE ANSWER IS “NO” TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PINCODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 1.3 BELOW.			

PART B
TERMS AND CONDITIONS FOR BIDDING

TAX COMPLIANCE REQUIREMENTS
<p>BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.</p> <ol style="list-style-type: none"> i. 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. ii. APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA. iii. BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID. iv. v. IN BIDS WHERE UNINCORPORATED CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER. vi. WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.

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 (SBD 4)

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

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

2.1.3 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 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.



3.5 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 maybe restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of CorruptActivities 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

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.

SECTION 6: 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)

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 **80/20** preference point system.

b) The **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:

	POINT S
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 PREFERENCE POINT SYSTEMS

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

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

Where

- P_s = Points scored for price of tender under consideration
 P_t = Price of tender under consideration
 P_{min} = Price of lowest acceptable tender

1. POINTS AWARDED FOR SPECIFIC GOALS

- 4.1. 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 stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:
- 4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—
- (a) an invitation for tender for income-generating contracts, that the 80/20 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
 - (b) any other invitation for tender, that the 80/20 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system, then the organ of state must indicate the points allocated for specific goals for the 80/20 preference point system.

Table 1: Specific goals for the tender and points claimed are indicated per the table below. (Note to organs of state: Where either the 90/10 or 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.)

1. Procurement from entities who are Black Owned	Sub - points for specific goals	Maximum points for specific goals	Number of points claimed (80/20 system) (To be completed by the tenderer)
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			
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			
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			
Tenderer who has 20% or more owners with disability	4	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	

5. DECLARATION WITH REGARD TO COMPANY/FIRM

5.1. Name of company/firm.....

5.2. Company registration number:

5.3 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]

5.4 I, the undersigned, who is duly authorized 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:

- i) The information furnished is true and correct.
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form.
- iii) 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;
- iv) may, in addition to any other remedy it may have –
 - (a) disqualify the person from the tendering process.
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) 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.

- (d) 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
- (e) forward the matter for criminal prosecution, if deemed necessary.

<hr/>	
SIGNATURE(S) OF TENDERER(S)	
SURNAME AND NAME:	<hr/>
DATE:	<hr/>
ADDRESS:	<hr/>
	<hr/>
	<hr/>

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: NATIONAL LOTTERIES COMMISSION

FROM: _____

ADDRESS: _____

Contact number: _____

Email address: _____

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).

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 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

ANNEXURE A

Name of Bidder

PRICING SCHEDULE: A SERVICE PROVIDER FOR THE PROVISION OF SUITABLY QUALIFIED HUMAN CAPITAL MANAGEMENT SERVICES ON AN AS AND WHEN REQUIRED BASIS FOR A 12 MONTH PERIOD

Please provide prices (VAT Exclusive) for the provision of HCM services on an as and when required basis:

Required resource	Hourly Rate per source	Daily Rate per source	Weekly Rate per resource	Monthly Rate per source
Senior HCM Management				
OD / Change & Culture Specialist				
Employee Relations (ER) Specialist				
Recruitment & Placement Specialist				
Learning & Development / EE Specialist				
ERP HCM Functional Lead				
HCM Administrator				
TOTAL PER RESOURCE				

.....
Name & Surname of Representative

.....
Signature