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**TERMS OF REFERENCE - INVITATION TO SERVICE PROVIDERS TO SUBMIT PROPOSALS FOR THE IMPLEMENTATION, SUPPORT AND MAINTENANCE OF A MID-TIER, CLOUD BASED/HYBRID OFF-THE-SHELF ENTERPRISE RESOURCE PLANNING (ERP) SOLUTION (INCLUSIVE OF HCM AND PAYROLL) FOR THE NATIONAL LOTTERIES COMMISSION**

BID PROCESS	BID REQUIREMENTS
Tender number	NLC/2025-017
Bid Advertisement Date	03 November 2025
Closing date and time	26 November 2025 at 11:00 <i>(South African Standard Time)</i>
Tender validity period	120 business working days <i>from the closing date</i>
Compulsory Briefing Session	17 November 2025 @11:00
Place where bid is advertised	E-Tender and NLC Website (Only)
Submission instruction:	<p>The bid document must be submitted <b>ONLY</b> via USB and be delivered to:</p> <p>Acting Manager: Supply Chain Management            National Lotteries Commission            333 Grosvenor Street            Block D, Hatfield Gardens            Hatfield, Pretoria            0083</p> <p>Enquires <b>ONLY</b> can be emailed to: <a href="mailto:bids@nlcsa.org.za">bids@nlcsa.org.za</a></p> <p><b>NO email or hardcopies will be accepted.</b></p>

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## SECTION 1 BACKGROUND, INTRODUCTION AND SCOPE OF WORK

### 1 BACKGROUND

- 1.1. The National Lotteries Commission (NLC) is the National Regulator for lotteries and sports pools in South Africa. The NLC regulates the National Lottery Operator, Society lotteries, Private Lotteries and Lotteries Incidental to exempt entertainment. The NLC ensures that the interests of all lottery participants are protected and ensures that all lotteries are conducted with due propriety. The NLC regulates and monitors any other lottery-type schemes such as lottery competitions, including those organised by non-profit organisations to raise funds and by companies to promote their goods and services.
- 2.2. The NLC also serves as a Grant Funder, providing registered Non-Profit Organisations with funding to establish and implement projects that improve the lives of everyday South Africans. Our grant funding focuses mainly on enabling growth and change within impoverished and disadvantaged communities. The Grant Funding model is designed to play a significant role in changing people's lives. The NLC is guided by a strict legal mandate and regulations that governs its operations including grant funding.
- 2.3. The NLC does not adjudicate applications for funding or make allocations to organisations. This is done by Distributing Agencies (DAs) appointed by the Minister of Trade, Industry, and Competition, after a process of public nomination. The NLC provides administrative support to the DAs.

### 2 INTRODUCTION – THE IMPERATIVE FOR SYSTEM MODERNISATION

- 2.1. The Commission, through its modernisation strategy, aims to become a digitally enabled, self-regulated, risk-based organisation focused on improving regulation, social upliftment, and grant accessibility through a multi-channel, automated e-services approach.
- 2.2. The current Enterprise Solution, which has reached end-of-life, is primarily used for grant applications and management, supply chain management including bidding, reporting, and repository services through tools like Oracle Fusion and PASTEL, with established API integrations for data exchange with government and private sector partners.
- 2.3. The NLC seeks to replace its **Financial and HCM ERP** systems with an integrated, single-platform enterprise solution that will enhance operational efficiency, centralise stakeholder engagement, and drive data-informed decision-making. **Key requirements are as follows:**
  - 2.3.1. **Unified Solution:** Consolidate disparate tools and close functional gaps with a "one-stop" technology stack to streamline NLC operations, as well as stakeholder / customer interactions across multiple channels.
  - 2.3.2. **Data-Driven Decision Making:** Leverage data insights to inform strategic initiatives and synchronise stakeholder processes across departments. The solution should

support an omni-channel engagement centre with seamless multi-device integration, ensuring the NLC stays current and resource-efficient.

- 2.3.3. **Compliance:** Ensure all channels comply with PoPI, PAIA, ISO, and other relevant standards as stipulated in 7 of the compliance requirements.
- 2.3.4. **Multi-Channel Access:** Provide a web-based portal/API Connectivity to connect with key public and private entities (e.g., CIPC, SARS, National Treasury) to offer secure self-service capabilities, mobile and USSD access, call centre support, and other essential services.
- 2.3.5. **Platform Harmonization:** Integrate all internal functions into a unified solution to optimise workflows, enhance internal collaboration, and minimise risk.
- 2.3.6. **User-Friendly and Secure Configuration:** The platform should support easy, rapid deployment, secure digital signatures, and robust content tracking, with flexibility for non-technical users to manage configurations.
- 2.3.7. **Reduced Maintenance Costs:** Provide an intuitive solution that minimises dependency on third-party support and optimises in-house skill capacity.

### 3 OBJECTIVE

- 3.1. The National Lotteries Commission (NLC) seeks to **appoint a reputable, well-established Service Provider (SP) that is formally accredited by the Original Equipment Manufacturer (OEM) of the proposed solution.** The appointed SP must demonstrate a proven track record in the **implementation, support, and maintenance of mid-tier, cloud-based or hybrid off-the-shelf Enterprise Resource Planning (ERP) solutions, inclusive of Human Capital Management (HCM) and Payroll modules.**
- 3.2. The proposed ERP solution must be:
  - **OEM-certified and commercially available**, with referenceable implementations of similar scale and complexity within the public or regulated sectors;
  - Supported by a **locally accredited implementation partner** with demonstrable expertise in system integration, data migration, and business process reengineering;
  - Delivered in accordance with industry best practices and aligned to the NLC's modernisation objectives, ensuring operational efficiency, compliance, and digital transformation.
- 3.3. This tender is specifically **aimed at accredited and experienced ERP solution providers.** Bidders must clearly demonstrate:
  - Formal OEM certification/accreditation;
  - **A minimum of three successful implementations** of the proposed ERP suite (including Finance, SCM, HCM, and Payroll) within the last five years;

- **Capacity for long-term support and maintenance**, including access to certified local resources.

And as elaborated in this document.

## 4 CURRENT CHALLENGES

4.1. The NLC faces critical operational and security challenges due to ageing ICT systems. The successful bidder will be required to provide an integrated Finance and HCM ERP System that addresses current system limitations and challenges outlined below:

4.1.1. **Sage Evolution ERP (Pastel Version 12)** has reached end-of-life support. This has exposed the system to security vulnerabilities and impaired functionality due to missing updates, limiting its ability to meet contemporary operational needs.

4.1.2. Key limitations of Pastel V12 include:

- **Supply Chain Management (SCM):** Lacks integration with the National Treasury's Central Supplier Database (CSD) and does not adequately support Bid Specification, Evaluation, and Adjudication Committee operations including tender evaluations. It also falls short in contract performance management, and records management, leading to inefficiencies and compliance risks.
- **Financial Integration:** Inability to integrate with the current Fusion ERP or the new bespoke NLC Core Grant Funding solution, crucial for processing payments to grantees and service providers.
- **Budgeting and Commitments:** Absence of modules for commitments and budgeting, affecting cash flow forecasting and financial management.
- Ability to integrate the NLC Grants Management System (GMS) directly to the Finance System to track and manage grant payments, reporting, and governance.

4.1.3. The discontinuation of Pastel V12 underscores the need for a modern, integrated ERP solution to address these deficiencies and support the growing complexity of SCM and financial operations.

4.1.4. The NLC's current **Fusion HCM platform**, set to expire in March 2025, is costly and lacks critical self-service functionality. Disparate systems for payroll, leave management, performance, and labour relations contribute to inefficiencies, errors, and delays. To achieve its modernisation goals, the NLC requires an integrated ERP-HCM platform that:

- Enhances HCM processes and staff engagement,
- Supports seamless integration with financial systems, and
- Empowers employees through self-service capabilities.

4.1.5. This initiative is essential to ensure operational efficiency, compliance, and alignment with the NLC's strategic objectives.

## **5 PROPOSED SOLUTION: INTEGRATED ERP SYSTEM FOR FINANCE (INCLUDING SCM) AND HCM**

### **5.1. Functional Objectives**

The NLC proposes the implementation of a modern, integrated ERP (Finance including SCM and HCM) system that addresses both financial and human capital management needs with the following functional objectives:

#### **5.1.1. Finance ERP Component:**

- Implement a solution that integrates full Finance and SCM functionality with the National Treasury's Central Supplier Database (CSD), including tender lifecycle and supplier management.
- Provide comprehensive financial integration with the NLC Core Grant Management System (GMS) and allow for seamless payment tracking, journal allocation, and reconciliation.
- Introduce full budgeting, planning, forecasting, and commitments management modules, including CAPEX tracking, cost centre planning, and scenario-based forecasts.
- Enable Treasury and Banking features such as multi-currency management, bank reconciliation, and cash position reporting.
- Include Accounts Receivable and Revenue Management with e-billing, customer master data, credit risk controls, reminder automation, and audit trails.

#### **5.1.2. HCM Component:**

- Deploy a full-suite ERP HCM platform covering organisational structure, workforce planning, job grading, and competency frameworks.
- Ensure seamless integration with payroll, finance, and SCM systems for end-to-end data integrity.
- Incorporate self-service portals, mobile accessibility, and employee engagement tools including surveys, learning access, and performance dashboards.
- Enable functionality for talent management, succession planning, onboarding/offboarding, employee wellness, labour relations, and recognition & rewards.

### **5.2. Key Criteria:**

#### **5.2.1 Implementation and Total Cost of Ownership (TCO):**

- Assess both initial deployment costs and long-term operational expenses, including maintenance, upgrades, and scalability.

#### **5.2.2 System Architecture and Deployment Model:**

- Must support high availability, business continuity, scalability, and fault-tolerance. Include portability between platforms/clouds and compliance with NLC hosting preferences.

#### **5.2.3 Integration Capabilities:**

- Full interoperability with Sybrin SQL, Oracle Fusion, MS 365, Barn Owl, NLC's GMS, NT eTender Portal, and external APIs (e.g., SARS, CIPC, DSD, DHA).

#### **5.2.4 Self-Service Features:**

- Include role-based ESS and MSS portals, mobile responsive interfaces, e-recruitment, training enrolment, leave and travel requests, and tax certificates.

#### **5.2.5 Advanced Functionality:**

- Prioritise platforms with embedded business intelligence, predictive analytics, dashboards, automated workflow, SLA management, and compliance assurance across all functional areas.

### **5.3 In Conclusion**

Investing in an integrated ERP solution for Finance and HCM is critical to overcoming the NLC's current challenges and achieving its strategic objectives. This solution must enhance operational efficiency, ensure compliance, and drive modernisation by addressing fragmented processes, improving resource management, and empowering employees. The proposed approach represents a pivotal step in the NLC's journey toward operational excellence and long-term sustainability.

### **5.4. The Solution Proposal must include:**

- 5.4.1. **Customisation, integration, and interoperability** with all existing business systems and support for document exchange, e-billing, and automated tender publication. This will include systems such MS 365, Oracle Fusion, PASTEL, Barn Owl etc.
- 5.4.2. **White-labelling capabilities** for branding and stakeholder interaction portals.
- 5.4.3. **Installation, configuration, and commissioning** including user acceptance testing.
- 5.4.4. **Localisation, knowledge transfer, skills enablement**, and technical handover.
- 5.4.5. **Full collaboration, integration, and external data sourcing capability** (e.g., NT CSD, e-Tender) and to source external third-party systems data as contemplated in 2.3.4 above; and
- 5.4.6. **Tiered support model** including proactive monitoring, patching, and third-line

escalation for 60 months.

## 5.5. The Proposed Solution must be:

- 5.5.1. **Scalable** to accommodate 500+ users viz. 50 Finance and SCM Users , 30 HCM Users, up to 400 staff for ESS and MSS on pay per use basis, high concurrency loads, and data processing with sub-second response times.
- 5.5.2. **Fully compatible with multiple consumer devices across major browsers** and mobile platforms (Android/iOS), ensuring responsive design and accessibility; and
- 5.5.3. **Secure and compliant with POPIA, GDPR, and other regulations**, supporting SSO, RBAC, encrypted communications, and secure audit trails.

## 6 FUNCTIONAL REQUIREMENTS

The proposed software / solution must contain *at a minimum* the following functional requirements:

### 6.1 Finance and Supply Chain Management

#### 6.1.1. Supply Chain Management (SCM)

- **Direct Integration with the National Central Supplier Database (CSD):** Direct integration with NT Central Supplier Database (CSD) and UNSPSC-based commodity classification.
- **Enhanced Committee Interfaces:** Provide user-friendly tools for Bid Specification, Evaluation, and Adjudication Committees (BSC, BEC, BAC), supporting tender evaluation and decision-making processes.
- **Fully automated end-to-end procurement (PR, RFQ/RFP, PO, GRV, Invoice, Contract, Closeout)** with audit trail.
- **Advanced Performance Management:** Facilitate monitoring and evaluation of SCM processes, including tender evaluations, scoring, and overall performance tracking. Supplier performance, contract tracking, SLA credit management, and rotation logic.
- **E-auctions, panel management, and integration with NT e-Tender portal** for online submission and scoring.
- **Ability to execute full public sector procurement regulations:** Enable preparation of bid / RFQ documents, issuance to CSD service providers and non-CSD service providers, online bid submission and compliance checking on administrative and mandatory requirements.
- **Strategic sourcing functionality** including B-BBEE tracking, Local Content Verification, and Spend Reporting.
- **Demand Management Plan upload**, linking to budget/project owners, escalation triggers, and deadline alerts.

- **Inventory and travel management modules** with online requisitions, policy adherence, and S&T integration to payroll.
- **Automated matching and receipting of Supplier and Service Provider Invoices** to Purchase Orders and other Financial and Contractual transactions.
- **Comprehensive Records Management:** Incorporate capabilities for managing meeting minutes, transcriptions, and tender scoring, ensuring data accuracy, accessibility, and compliance.

#### 6.1.2. Financial Management

- **Full suite of GL, AP, AR, Fixed Assets, Payroll, and Treasury functionality.**
- **Accounts Payable and Expenditure Management:** Streamline processes for payment approvals, expense tracking, and vendor management.
- **Comprehensive support for cost allocation, revenue collection, supplier payment, debit/credit notes, and foreign currency transactions.**
- **Cashbook integration with online banking and multi-bank reconciliation tools.**
- **Grant Management:** Grants interface with workflow, queries, status tracking, and reconciliation against NLC GMS.

#### 6.1.3. Integration and Automation

- **Automated Workflow Integration:** Seamlessly Integration with NLC's End-to-End workflow and Sybrin SQL platform to improve control and reduce financial risks.
- **Configurable workflow across departments** with budget-based routing and escalation.
- Support for journal approvals, S&T reconciliation, expense claims, and electronic interfacing with banks and revenue authorities.
- **Integrated Management Reporting:** Enable consolidated reporting across financial, SCM, and HCM functions for strategic decision-making.

#### 6.1.4. Business Intelligence and Analytics

- **Advanced Reporting Tools:** Real-time dashboards, OLAP tools, predictive analytics, KPI scorecards, and drill-down functionality for Finance, SCM, and HCM.
- **Data Visualisation and Forecasting:** Facilitate trend analysis, predictive modelling, and KPI tracking to support strategic planning.

#### 6.1.5. System Design and Usability – Mid-Tier Cloud Based/Hybrid ERP System

- **Modular, user-friendly platform tailored for low to moderate transaction volumes with high scalability and configurability.**

- **User-Friendly Interface:** Provide an intuitive and accessible platform for users across Financial, SCM, and HCM domains.
- **Scalability and Flexibility:** Allow for future expansions and adaptability to evolving organisational needs.

## 6.2. Human Capital Management

### 6.2.1. Efficiency Improvement

- **Automated Workflows** Automate leave, **attendance**, payroll, contract renewals, and performance reviews.
- **Streamlined Processes:** Enable faster decision-making and improved response times to employee queries. Integrate with recruitment, travel, learning, and wellness management workflows.
- **External Engagement:** For example, E-Recruitment to handle HCM requests, submissions, analysis, management, and reporting.
- **Centralised Data Storage:** Facilitate easy access to employee information and eliminate redundant data entry points.

### 6.2.3. Staff Engagement and Satisfaction

Enable career progression, employee surveys, and self-paced learning via self-service portals.

- **Self-Service Interface:** Allow employees to update personal information, access payslips, and manage leave or training requests conveniently.
- **Enhanced Transparency:** Foster trust and accountability through clear, accessible HCM processes.
- **Access to Training Resources:** Support continuous learning and career growth, boosting employee morale and retention.

### 6.2.4. Seamless Integration with Finance Systems

Real-time payroll and benefits integration with GL, cost centres, and forecasts.

- **Data Integration:** Ensure consistency and accuracy between HCM and Finance systems.
- **Real-Time Data Synchronisation:** Minimise discrepancies in financial reporting.
- **Unified Platform:** Facilitate cross-functional insights for strategic and operational decision-making.

### 6.2.5. Self-Service Empowerment and Enhanced Employee Experience

- **Self-Service Portals:** Role-based access, mobile-friendly HCM tasks (leave, claims,

travel, payslips, tax), and intuitive interfaces.

- **User-Friendly Interface:** Require minimal training, enabling rapid organisational adoption.
- **Mobile Accessibility:** Allow employees to manage HCM tasks remotely, enhancing productivity.

#### 6.2.6. Unified Payroll and HCM Database

- **Centralised Database:** Single source of truth for payroll, time & attendance, employee records, and HR analytics to eliminate the need for disparate systems and manual data entry and enhance protection and ensure compliance with data protection regulations.

#### 6.2.7. Insights, BI and Analytics

- **Real-Time Reporting:** Support statutory compliance, EMP501s, IRP5s, COIDA, UIF; integrate analytics for turnover, costs, trends to provide actionable insights for strategic decision-making.
- **Workforce Metrics Analysis:** Offer advanced analytics on turnover rates, performance trends, and labour costs for optimised resource allocation.

#### 6.2.8. Compliance

- **Built-In Compliance Features:** Align with labour laws, tax regulations, and industry standards.
- **Automated Compliance Checks:** Mitigate errors and ensure adherence to internal and external policies.

#### 6.2.9. Comprehensive HCM Functionality

- **Employee Lifecycle Management:** Support recruitment, onboarding, performance management, and offboarding through integrated tools such as applicant tracking and self-service portals.

#### 6.2.10. Key HCM Modules:

- Leave Management.
- Personnel Management.
- E-Recruitment.
- Job Management.
- Web Self-Service (WebSS).
- Job Costing.
- Performance Management.
- Payroll.

- Workplace Skills Plan Compilation.
- E-Learning.
- Labour Relations.
- Employee Wellness.

### **6.3. Documentation, Content, and Records Management**

#### **6.3.1. Records Classification and Retention**

- Compliance with NARSSA Act:
- Support records classification per the National Archives and Records Service of South Africa Act, Act 43 of 1996, and align with the approved NLC File Plan.
- Maintain retention schedules for records, compliant with ISO 15489 standards and other legislative requirements.

#### **6.3.2. Document Capture and Ingestion**

- File Format Support: Handle multiple formats, including PDF, TIFF, Word, Excel, JPEG, and HTML.
- Scanning and OCR: Enable Optical Character Recognition (OCR) for digitising paper records via NLC's internal scanning facilities.
- Email Integration: Capture emails and attachments for streamlined document ingestion.

#### **6.3.3. Document Storage, Organisation, and Disposal**

- Storage Capabilities: Provide secure, scalable on-premise and cloud-replicated storage.
- Metadata and Version Control: Support metadata tagging, hierarchical file organisation, and document version tracking aligned with the NLC File Plan.
- Secure Records Management: Ensure tamper-proof storage, audit trails, and compliance with records disposal policies.

#### **6.3.4. Search, Retrieval, and Sharing**

- **Advanced Search:** Include full-text search, filters, and saved searches with quick document previews.
- **Collaboration Tools:** Integrate with tools such as Microsoft Teams for seamless sharing.

### **6.4 Security and Access Control**

- **Role-based access and Authentication, (RBAC) LDAP/AD integration, and secure SSO**
- **Encryption:** End-to-end encryption of data at rest and in transit.
- Activity logging, audit trails, change history, and forensic reporting.

## 6.5 SLA and Performance Settings

- SLA-linked workflow monitoring and escalation, custom metrics and dashboards.
- Integrated reports across modules: finance, HCM, procurement, performance.
- Configurable alerts and automatic reports to internal and external stakeholders.

## 6.6 Training and Skills Transfer

- **Training for Internal Staff:** Provide face-to-face or MS Teams-based training for up to 350 staff members.
- **Training Materials:** Deliver manuals and videos for both internal users and customers.
- **Administrative Training:** Equip administrative users to create and manage workflows, forms, and system functions.
- **Updates to Training Materials:** Ensure training resources are updated as needed during the contract period.

## 6.7 Maintenance and Operations

**6.7.1 Maintenance Support:** Provide third-level support for amendments, fixes, and enhancements over 60 months, scaling support levels annually.

**6.7.2 Technology Compatibility:** Ensure integration with existing NLC systems (e.g., Microsoft 365, Oracle Fusion, VMware, etc.) and allow migration from legacy systems.

**6.7.3 Compliance Standards:** Adhere to applicable ISO, legislative, and industry standards for information security and technology.

## 6.8 System Technical Requirements

### 6.8.1 Hosting and Compatibility

- **Deployment Flexibility:** Support on-premise, cloud-based, and hybrid hosting models.
- **Cross-Browser Compatibility:** Ensure usability across major browsers like Google Chrome, Firefox, and Microsoft Edge.
- **APIs and Integration:** Provide APIs for seamless integration with existing NLC systems.

### 6.8.2 System Features

- **Ease of Configuration:** Allow NLC staff to configure workflows and business processes independently.
- **Backup and Restore:** Enable quick data backups and restoration with features like immutable snapshotting.

- **Authentication:** Support single sign-on (SSO) with multi-factor authentication.
- **Audit and Compliance:** Maintain immutable audit trails for system events and enforce compliance with financial and record-keeping regulations.

### 6.8.3 Technology Stack and Automation

- **Workflow Customisation:** Enable easy implementation of workflows, integrated electronic signatures, and digital certificates.
- **Fraud Detection:** Incorporate security measures to detect and prevent corruption or breaches.
- **Database Replication:** Support distributed and encrypted database architecture for seamless legacy system integration.

### 6.8.4 Exclusions and Intellectual Property

- **Hosting Responsibility:** NLC will host and maintain the website, database, and related infrastructure.
- **Copyright Protection:** Bidder must secure NLC's intellectual property and deliver all documentation upon contract termination.

**Further information providing more detail to the above Functional Requirements can be referenced in Annexure B.**

**To facilitate evaluation bidders must indicate how the requirements will be addressed in tabular format based on the Annexure B. This should include 3 columns in addition to the specification to indicate Comply/Do Not Comply/Notes.**

## 7 COMPLIANCE TO ISO, INDUSTRY BEST PRACTICE AND TECHNOLOGY STANDARDS:

The proposed solution technology stack, solution and services should accommodate the following Legislative and Standards Requirements:

- 7.1. **The Electronic Communications and Transaction (ECT) Act of 2002:** Provides for the facilitation and regulation of electronic communications and transactions; to provide for the development of a national e-strategy for the Republic; to promote universal access to electronic communications and transactions and the use of electronic transactions by SMMEs; to provide for human resource development in electronic transactions; to prevent abuse of information systems; to encourage the use of e-government services; and to provide for matters connected therewith.
- 7.2. **The Protection of Personal Information (POPI) Act of 2014:** The purpose of the POPI Act is to ensure that all South African institutions conduct themselves in a responsible manner when collecting, processing, storing, and sharing another entity's personal information by holding them accountable should they abuse or compromise personal information in any way.

- 7.3. **COBIT (Control Objectives for Information and related Technology):** Regarded as the world's leading ICT governance and control framework, COBIT provides a reference model of 34 possible IT processes typically found in an organisation. Each process is defined together with process inputs and outputs, key process activities, process objectives, performance measures and an elementary maturity model. Originally created by ISACA, COBIT® is now the responsibility of the IT Governance Institute (ITGI).
- 7.4. **IT Infrastructure Library (ITIL):** A high-level framework that provides information on how to achieve successful operational service management of ICT. ITIL was developed and is maintained by the United Kingdom's Office of Government Commerce in partnership with the IT Service Management Form. While not specifically focused on ICT governance itself, the process-related information is an essential reference source for monitoring and the continuous improvement of the ICT service management function.
- 7.5. Certified OEM - ISO 9001 - Standards for a Quality Management System.
- 7.6. **That the Bidder/OEM/Supplier is ISO 27001 compliant** and is accredited for both software development and operations related to the Services.
- 7.7. That all repositories utilised are at least DoD 5015.2 compliant.
- 7.8. Any other relevant legislation applicable to NLC.

## 8 KEY DELIVERABLES:

The NLC Digitisation/Modernisation Programme will take place in 2 Major Phases:

### Phase 1 will include:

- Upfront activities for identified usable Modules and Functionality in parallel to go-live on 28.02.2026:
- **Specification of Solution Delivery, Deployment, and Support Approach**

The Service Provider must provide a detailed description of the **proposed methodology and approach** for the **development, configuration, deployment, and ongoing support** of the Finance, Supply Chain Management (SCM), and Human Capital Management (HCM) ERP solution for the National Lotteries Commission (NLC).

This must cover the full **Programme Delivery Lifecycle**, including:

- **Solution delivery methodology** (e.g., Agile, Hybrid, or Waterfall);
- **Deployment strategy** (phased, modular, or big bang);
- **Change management and training approach;**
- **Data migration and systems integration;**
- **Quality assurance and testing protocols;**

- **Post-implementation support model**, inclusive of service levels and escalation procedures.

The approach must ensure full operationalisation and maintenance of the ERP solution over a **60-month period**, aligned with NLC's modernisation objectives and compliance requirements.

- **Integration and Skills Transfer Requirements**

The Service Provider must ensure **seamless integration via APIs or web services** with key external platforms, including but not limited to:

- **National Treasury's Central Supplier Database (CSD);**
- **National Treasury e-Tender Portal;**
- **Selected major banks** for payment and verification interfaces.

These integrations must be completed within the timeframes agreed to in the final **Service Level Agreement (SLA)**.

In addition, the solution must support integration with other regulatory and government entities—such as **SARS, CIPC, and the Department of Home Affairs**—as and when required, subject to formal NLC approval.

The Service Provider must also implement comprehensive skills **transfer plan** to identified NLC resources within the first **eight (8) weeks** following contract signature, to ensure internal capability for system adoption, support, and sustainability.

- **System to support all 9 Provincial Offices and hybrid working environment.**

**Phase 2 will include:**

- Final data Migration, Go-Live Set-Up, Deployment and Post Implementation Support.

## 9 DURATION OF THE PROJECT:

The duration of the Programme and Support services is for a period of five (05) Years from the date of signing of the Service Level Agreement (SLA).

## 10 COMPULSORY BRIEFING SESSION

A **formal compulsory briefing session** will be held on **[insert date] September 2025**. Attendance is mandatory for all bidders.

- While an online participation option will be provided, each bidding entity must ensure that at least **one authorised company representative is physically present** at the briefing session to be deemed compliant.

- Full details, including the **venue address**, **online meeting link**, and **time**, will be provided by the NLC Supply Chain Management (SCM) Unit in due course.

## **11 VALIDITY PERIOD**

- 11.1. The Commission requires a validity period of 120 Days [from the closing date] against this RFP.
- 11.2. 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 bidder that responded 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 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.

## SECTION 2: NOTICE TO BIDDERS

### 12 TERMS AND CONDITIONS OF REQUEST FOR PROPOSAL (RFP)

- 12.1. This document may contain confidential information that is the property of the NLC.
- 12.2. 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.
- 12.3. All copyright and intellectual property herein vests with the NLC.
- 12.4. Late and incomplete submissions will not be accepted.
- 12.5. No services must be rendered, or goods delivered before an official NLC Purchase Order form has been received.
- 12.6. This RFP will be evaluated in terms of the 80/20 preference point system.
- 12.7. Suppliers are required to register on the Central Supplier Database at [www.csd.gov.za](http://www.csd.gov.za).
- 12.8. Suppliers must provide their CSD registration number (and attach a current CSD Registration report) and ensure that their tax matters are compliant.
- 12.9. All questions regarding this RFP must be forwarded to [bids@nlcsa.org.za](mailto:bids@nlcsa.org.za).
- 12.10. Any supplier who has reasons to believe that the RFP specification is based on a specific brand must inform the NLC via the email addressed in 1.9.

### 13 GENERAL RULES AND INSTRUCTIONS

#### 13.1. News and press releases

- 13.1.1. 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 coordination with, the NLC.

#### 13.2. Precedence of documents

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

- 13.2.2. Where this RFP is silent on any matter, the relevant stipulations addressing such a matter, and which appear in section 217 of the Constitution of the Republic shall take precedence.

**Bidders shall refrain from incorporating any additional stipulations in its proposal submitted in terms hereof other than in the form of a clearly marked recommendation that the NLC may in its sole discretion elect to import or to ignore.** Any such inclusion

shall not be used for any purpose of interpretation unless it has been so imported or acknowledged by the NLC.

13.2.3. 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.

### 13.3. **Preferential Procurement Reform**

13.3.1. 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.

### 13.4. **Language**

13.4.1. Bids shall be submitted in English.

### 13.5. **Gender**

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

### 13.6. **Headings**

13.6.1. 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.

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

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

### 13.8. **Processing of the Bidder's Personal Information**

13.8.1. 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.

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

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

13.8.3.1. The Commission personnel participating in procurement/award procedures; and

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

13.8.3.2.1. contract description and bid number.

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

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

13.8.3.2.4. contract period.

13.8.3.2.5. names of directors; and

13.8.3.2.6. date of completion/award.

13.8.4. 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.

13.8.5. In signing this document, the Bidder consents to the use of its Personal Information for the purposes as specified in section 2.8.1 to 2.8.4 above.

## **14 NATIONAL TREASURY'S CENTRAL SUPPLIER DATABASE**

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

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

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

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

## **15 CONFIDENTIALITY**

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

15.2. 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.

- 15.3. The Bidder acknowledges that it will obtain and have access to personal information of the NLC and agrees that it shall only process the information disclosed by the NLC in terms of this bid award and only for the purposes as detailed in this RFP and in accordance with any applicable law.
- 15.4. 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.

## **16 COMMUNICATION**

- 16.1. Specific queries relating to this RFP should be submitted [bids@nlcsa.org.za](mailto:bids@nlcsa.org.za), before the closing date.
- 16.2. In the interest of fairness and transparency the NLC's response to such a query may be made available to other bidders.
- 16.3. 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.
- 16.4. 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.

## **17 PRICING**

### **17.1. Bid Price**

- 17.1.1. All services' pricing should be inclusive of all taxes etc. and payment shall be made in South African Rand;
- 17.1.2. Bidders are required to provide total bid price according to the pricing directive attached as "Annexure A".

### **17.2. Price Adjustments**

- 17.2.1. Prices submitted for this bid will be regarded as non-firm subject to the following price adjustments:
  - 17.2.1.1. Annual price adjustment;
  - 17.2.1.2. Bidders are required to include all necessary price adjustments for the term period of the contract (5 years); and
- 17.2.2. Application for price adjustments by the successful bidder to be accompanied by documentary evidence in support of any adjustment on annual basis.

## **SECTION 3: EVALUATION CRITERIA**

The six (6) phase/stage evaluation criteria will be considered in evaluating the proposals, these being as follows:

### **18 STAGE 1: TENDER CLOSING AND OPENING**

#### **18.1 Tender closing details**

The deadline for Tender submission is **26 November 2025 at 11:00** Standard South African Time. Any late tenders will not be accepted. Tenders are to be submitted to the NLC's tender box at the following physical address:

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

#### **18.2 Bid Formats**

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

**Only electronically submissions in the form of a Universal Serial Bus (USB) will be accepted and Bidders are encouraged to use this method of electronic bid submission.**

**Bid submission guidelines:**

**Bidders are required to ensure that the bid submission is saved properly and accessible on the USB as blank/empty USB's will be disqualified.**

The USB must be clearly marked with the name of the bidder and arranged and properly as follows:

- Mandatory Bid Compliance Documents, Standard Bidding Documents (SBD) Forms, Technical and Financial Proposals must be submitted in one (1) electronic (USB) submission.
- Bidders are requested that folders in the electronic submission be separated, properly named, and indexed as follows:
  - **Folder 1: Mandatory Bid Compliance Documents and SBD Forms.**
  - **Folder 2: Technical Proposal; and**
  - **Folder 3: Financial (Price) Proposal.**

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

**Submissions must be prominently marked with the full details of the tender namely Bidder's Name, Tender No., and Tender Title.**

**Tender submissions received after submission date and time will be declared late and will not be accepted for consideration by the NLC.**

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

- Traffic.
- Struggling to find parking.
- Courier arriving late.

## **19 STAGE 2: ADMINISTRATIVE COMPLIANCE**

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

<b>Evaluation Criteria</b>	<b>Supporting Document</b>
Master Bid Document	On a USB in separate folders.
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.
CSD Registration	Proof of CSD registration.
Bidder's tax compliance confirmation	Valid SARS Tax Pin.
Original signed consent form in terms of the Protection of Personal Information Act No.4 of 2013 (POPIA)	POPIA Consent Form.
BBBEE Certificate in terms of Codes of Good Practice- Valid	A valid BEE Certificate/ Sworn Affidavit.

## **20 STAGE 3: MANDATORY REQUIREMENTS**

All bid respondents must submit mandatory documents that comply with all required 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:**

<b>Evaluation Criteria</b>	<b>Supporting Document</b>
1. In the event of the bidder being in a joint venture (JV), a signed JV agreement must be submitted (where applicable).	JV Agreement.

2. Bidders must submit a fully complete declaration of interest form (failure to declare honestly will lead to bidder being disqualified).	SBD 4.
3. Attending the formal briefing session	Attendance register and Briefing session certificate.
4. OEM ISO 9001 (Quality Management Systems) Certification	Certified valid ISO 9001 2015 Certificate.
5. OEM ISO 27001 (Information Security Management Systems) Certification	Certified valid ISO 27001 2022 Certificate.
6. Pricing Schedule 7.	Fully completed and duly signed. Pricing Schedule

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

## 21 STAGE 4: TECHNICAL EVALUATION

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

**Table 1: Rating Scale**

Rating	Definition	Score
<b>Excellent</b>	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.	<b>5</b>
<b>Good</b>	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.	<b>4</b>
<b>Acceptable</b>	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.	<b>3</b>
<b>Minor</b>	Does not meet the requirement with minor reservations. Some	<b>2</b>

Rating	Definition	Score
<b>Reservations</b>	minor reservations of the supplier's relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services, with little or no supporting evidence.	
<b>Serious Reservations</b>	Does not meet 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.	<b>1</b>
<b>Unacceptable</b>	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.	<b>0</b>

- 20.2. Only bid proposals that meet the mandatory requirements will be evaluated on functionality criteria.
- 20.3. The bidder must score a minimum of 70%, during stage 4 (functionality) of the evaluation to qualify for stage 5 of the evaluation where only points for price and special goals will be considered.
- 20.4. The following values/ indicators will be applicable when evaluating functionality:

EVALUATION CRITERIA	Scoring Matrix	% Weight
<b>1. Company Experience and Capability</b>	<b>Indicator</b>	
<b>1.1. Company Experience and Performance</b>		<b>15%</b>
<p>The Bidder must provide information regarding their experience to render the required services by submitting up to five (5) reference letters. Specific details must be given to indicate the extent to which these previous experiences relate to rendering the specific Scope of Services required viz. a mid-tier or large hybrid/cloud-based ERP implementation and the functional requirements as specified.</p> <p>The letter should be presented on an official letterhead from clients where similar services have</p>	<p>The following criteria will be used to evaluate the reference letters:</p> <ul style="list-style-type: none"> <li>• Relevance to scope: the letter clearly describes services that are highly relevant to the scope in the ToR.</li> <li>• Depth of engagement – the letters provide detailed descriptions of</li> </ul>	

EVALUATION CRITERIA	Scoring Matrix	% Weight
<p>been provided. The date on the letter must not be older than 5 years from the closing date of this submission.</p> <p><b>Multiple letters of reference from one client will be regarded as one reference, despite it being for different appointments for the same services, unless the scope of the contract differs substantially.</b></p> <p>Letters must include the <b>company name, contact name, address, phone number, a brief description of the services</b> that you provided and signed.</p> <p>Appointment letters and / or purchase orders will <b>not be accepted.</b></p>	<p>the bidder's role, project duration, scale and measurable outcomes.</p> <ul style="list-style-type: none"> <li>• Client satisfaction – reference indicates strong satisfaction with performance meeting / exceeding expectations.</li> <li>• Recency of experience: reference projects completed within the last five years receive higher weighting than older projects.</li> </ul> <p>Maximum possible score per letter = <b>1 point</b></p> <p>Maximum possible on these criteria – <b>5 points</b></p>	
<p><b>1.2. Company Capability</b></p>		<p><b>10%</b></p>
<p>Bidders are required to submit their company profile demonstrating that they have the capacity and capability to render the required service as per the Terms of Reference.</p> <p>The profile must contain the entity's total number of years of experience, and achievements in the delivery, deployment implementation and support of the solutions required in the ToR.</p> <p>Specific details must be given to indicate the extent to which these previous experiences relate to rendering services as per the ToR.</p> <p>Bonus points may be added for:</p> <ul style="list-style-type: none"> <li>• Clarity and professionalism of the profile</li> <li>• Evidence of innovation, certifications, or notable recognitions</li> <li>• Breadth of clients served</li> </ul>	<ul style="list-style-type: none"> <li>• No information provided or profile does not address services in the ToR = <b>0</b></li> <li>• 1 to 2 years with limited operational history; minimal or small-scale experience in delivering similar services; little detail on scope relevance = <b>1 Point.</b></li> <li>• &gt;2 – 4 years with moderate experience with at least one completed relevant project; some detail given but lacks clear linkage to current ToR scope - <b>2 points.</b></li> <li>• &gt; 4 – 6 years with growing expertise and several relevant projects; moderate detail provided on scope alignment and service delivery outcomes Company profile with company experience of greater than 2 up to and including 4 years = <b>3</b></li> </ul>	

EVALUATION CRITERIA	Scoring Matrix	% Weight
	<p><b>Points</b></p> <ul style="list-style-type: none"> <li>• &gt;6 - 8 years with strong experience record and multiple projects matching the ToR; profile includes specific examples of delivery, deployment, and support achievements = <b>4 Points.</b></li> <li>• More than 8 years with extensive, proven track record in services matching the ToR; profile is well-structured and demonstrates capacity, scalability, and successful outcomes with similar solutions = <b>5 Points.</b></li> </ul>	
<b>2. Resource Capacity and Ability to Implement</b>		
<b>2.1. Experience and Qualifications of Project Lead / Account Manager</b>		<b>10%</b>
<p>Bidder(s) are required to demonstrate that they have the necessary resources and <b>relevant</b> technical experience to undertake and successfully complete the project.</p> <p>The Project Lead / Account Manager must have more than 8 years of experience.</p> <p>Abridged curriculum vitae must include specific details of the IT professional including, inter alia, experience in the delivery, deployment implementation and support of the solutions required in this TOR, and to include at least two contactable references.</p>	<ul style="list-style-type: none"> <li>• No Experience indicated / no CV attached = <b>0 Points.</b></li> <li>• Experience less than 4 years in the delivery, deployment implementation and support of the solutions required in the TOR = <b>1 Points.</b></li> <li>• Experience from 4+ up to and including 8 years in the delivery, deployment implementation and support of the solutions required in the TOR = <b>3 Points.</b></li> <li>• Experience from 8+ years in the delivery, deployment implementation and support of the solutions required in the TOR = <b>5 Points.</b></li> </ul>	
<b>2.2 Team Members Qualifications, skills, and experience</b>		<b>10%</b>

EVALUATION CRITERIA	Scoring Matrix	% Weight
<p>Bidders should provide an organogram <b><i>and</i></b> a list of team members that will work on the project with their name, role, highest qualification, and years of experience. Residency status (i.e., SA citizen / resident or foreign national) should be indicated.</p> <p>The list should be presented <b><i>in a matrix format</i></b> using the categories above.</p>	<ul style="list-style-type: none"> <li>• Team is inadequately resourced or lacks essential skills. Roles are largely undefined or mismatched. Local representation is minimal (&lt;30%) or absent = <b>1 point.</b></li> <li>• The team has notable gaps in skills or unclear roles / responsibilities. Local representation is between 30–50%. The team may lack adequate experience for successful implementation = <b>2 points.</b></li> <li>• The team covers the key required skills and roles adequately. Local representation is over 50%, and members demonstrate moderate experience relevant to project delivery. Some roles or competencies may need strengthening = <b>3 points.</b></li> <li>• Team is well-resourced and skilled, with only minor gaps. Roles are clear, and the team has strong relevant experience. Local representation is between 60–75%, with some local leadership presence = <b>4 points.</b></li> <li>• Team is comprehensively resourced with all necessary roles clearly defined. Team members collectively bring outstanding and directly relevant technical and managerial expertise. Local representation is high (&gt;75%), with strong evidence of integration and leadership roles held by local personnel =</li> </ul>	

EVALUATION CRITERIA	Scoring Matrix	% Weight
	5 points.	
<p>Details of the CV's must be provided for the following project roles. Bidders must clearly indicate the name of the resource and the role &amp; responsibilities as outlined below:</p> <ul style="list-style-type: none"> <li>▪ Project Manager</li> <li>▪ Integration Lead</li> <li>▪ Technical Lead</li> <li>▪ Testing Lead</li> <li>▪ Data Migration Lead</li> <li>▪ Change Management Lead</li> <li>▪ Accounting Lead</li> </ul> <p><b>Project Manager</b></p> <ul style="list-style-type: none"> <li>▪ 10 Years or more experience in ERP Project Management and ERP solution experience</li> <li>▪ Proof of successful implementation of minimum 6 ERP projects (Equivalent or more to NLC scope and size)</li> </ul> <p><b>Integration Lead</b></p> <ul style="list-style-type: none"> <li>▪ 10 Years or more experience in design and developing ERP solutions.</li> <li>▪ Proof of successful implementation of minimum 6 ERP projects (Equivalent or more to NLC scope and size)</li> </ul> <p><b>Technical Lead</b></p> <ul style="list-style-type: none"> <li>▪ 10 Years or more experience in application design and understand systems architecture.</li> <li>▪ Proof of successful implementation of minimum 6 ERP projects (Equivalent or more to NLC scope and size)</li> </ul>	<p><b>Project Manager:</b>  No criteria met = <b>0 Points</b>  One criterion met = <b>3 Points</b>  Both criteria met = <b>5 Points</b></p> <p><b>Integration Lead:</b>  No criteria met = <b>0 Points</b>  One criterion met = <b>3 Points</b>  Both criteria met = <b>5 Points</b></p> <p><b>Technical Lead:</b>  No criteria met = <b>0 Points</b>  One criterion met = <b>3 Points</b>  Both criteria met = <b>5 Points</b></p>	40

EVALUATION CRITERIA	Scoring Matrix	% Weight
<p><b>Testing Lead</b></p> <ul style="list-style-type: none"> <li>▪ 10 Years or more experience in Testing Management</li> <li>▪ Proof of successful implementation of minimum 6 ERP projects (Equivalent or more to NLC scope and size)</li> </ul> <p><b>Data Lead</b></p> <ul style="list-style-type: none"> <li>▪ 10 Years or more experience in Data Management</li> <li>▪ Proof of successful implementation of minimum 6 ERP projects (Equivalent or more to NLC scope and size)</li> </ul> <p><b>Change Management Lead</b></p> <ul style="list-style-type: none"> <li>▪ 10 Years or more experience in Change Management</li> <li>▪ Proof of successful implementation of minimum 6 ERP projects (Equivalent or more to NLC scope and size)</li> </ul> <p>A detailed project team structure</p>	<p><b>Testing Lead:</b> No criteria met = <b>0 Points</b> One criterion met = <b>3 Points</b> Both criteria met = <b>5 Points</b></p> <p><b>Data Lead:</b> No criteria met = <b>0 Points</b> One criterion met = <b>3 Points</b> Both criteria met = <b>5 Points</b></p> <p><b>Change Management Lead:</b> No criteria met = <b>0 Points</b> One criterion met = <b>3 Points</b> Both criteria met = <b>5 Points</b></p> <p><b>Project Team Structure:</b> No structure = <b>0 Points</b> Adequate structure = <b>3 Points</b> Detailed structure = <b>5 Points</b></p>	
<b>3. Project Management, Methodology and Functional Requirement Compliance.</b>		
<p>This section considers the comprehensiveness in responding to the ToR, the level of detail in the proposal, attention to project management and innovative approaches and ideas. Bidder's extensive understanding of the assignment (methodology, proposed work plan and functional requirements).</p>		
<b>3.1 Project Plan for the Execution of this Project</b>		<b>10%</b>
<p>The service provider must demonstrate an understanding of the scope of services required by</p>	<ul style="list-style-type: none"> <li>• The project plan does not meet the requirement. Does not</li> </ul>	

EVALUATION CRITERIA	Scoring Matrix	% Weight
<p>submitting a <b>detailed project plan</b> that demonstrates <b>how the scope of work</b> in the <b>delivery, deployment implementation and support</b> of the solutions and the deliverables in section 4 &amp; 5 required in the TOR will be delivered.</p> <p>NLC aims to generate a working solution quickly and ensure functionalities with high priorities are delivered early. Prospective proposers are, therefore, required to provide a detailed incremental model approach and methodology. This is to demonstrate to how the scope of work will be executed. For the approach and methodology to be deemed sufficient, it should address the following:</p> <p>Plan outlined in a logical manner with a detailed and suitable methodology and approach.</p> <ul style="list-style-type: none"> <li>▪ Business Requirements and Design Approach</li> <li>▪ Solution Configuration</li> <li>▪ Testing Approach</li> <li>▪ Data Migration</li> <li>▪ Cut-over Strategy and Approach</li> </ul> <p>Outline change management and End-User training required for the project.</p> <p>Outline the Governance and Quality Assurance standards and methodology for the project.</p> <p>Maintenance and Support. (<i>Detailed information on SLAs with response times, deployment maintenance agreements, Deployment, Cloud support</i>).</p> <p>Indicate how disaster recovery will be managed.</p> <p><b><u>Note: Proposers are required to assume an onsite work model</u></b></p> <p>All required information provided to demonstrate the proposer understands the requirements</p>	<p>comply and/or provided sufficient information relating to the requirements outlined on the scope of work. = <b>0 Points.</b></p> <ul style="list-style-type: none"> <li>• The project plan satisfies the requirement with <b>major reservations.</b> Considerable reservations of the supplier's relevant ability, understanding, services, with little or no supporting evidence on the scope of work. = <b>1 Point.</b></li> <li>• The project plan satisfies the requirement with <b>minor reservations.</b> Some minor reservations of the supplier's relevant ability, understanding services on the scope of work = <b>2 Points.</b></li> <li>• <b>The project plan satisfies</b> the requirement. Demonstration by the supplier of the relevant ability, understanding, services, with supporting evidence on the scope of work. = <b>3 Points.</b></li> <li>• <b>The project plan satisfies</b> the requirement. Above average demonstration by the supplier of the relevant services. Response identifies factors that will offer potential added value, with supporting evidence on the scope of work. = <b>4 points.</b></li> <li>• <b>The project plan Exceeds</b> the requirement. Exceptional demonstration by the supplier of the relevant</li> </ul>	

EVALUATION CRITERIA	Scoring Matrix	% Weight
	ability, understanding, services. Response identifies factors that will offer potential added value, with supporting evidence on the scope of work. = <b>5 Points</b> .	
<b>3.2 Methodology Approach to the Scope</b>		<b>10%</b>
<p>The bidder must describe the methodology approach on how the <b>delivery, deployment implementation and support</b> of the solutions and deliverables required in the ToR will be addressed according to the scope of work in Sections 5 and 6 of this document.</p> <p>The methodology also needs to indicate how it will address the <b>limitations and challenges</b> on the current system and include timelines of each phase and resources that will be deployed for each phase. This must also include the process of transferring files from current system without losing data and interfering with the daily running of the business to the proposed solution.</p>	<ul style="list-style-type: none"> <li>• <b>Does not meet</b> the requirement. Does not comply and/or provided insufficient information relating to the requirements outlined on the scope of work. = <b>0 points</b>.</li> <li>• Satisfies the requirement with <b>major reservations</b>. Considerable reservations of the supplier's relevant ability, understanding, services, with little or no supporting evidence on the scope of work. = <b>1 point</b>.</li> <li>• Satisfies the requirement with <b>minor reservations</b>. Some minor reservations of the supplier's relevant ability, understanding services on the scope of work = <b>2 points</b>.</li> <li>• <b>Satisfies</b> the requirement. Demonstration by the supplier of the relevant ability, understanding, services, with supporting evidence on the scope of work. = <b>3 points</b>.</li> <li>• <b>Satisfies</b> the requirement with <b>minor additional benefits</b>. Above average demonstration by the supplier of the relevant services. Response identifies factors that will offer potential added</li> </ul>	

EVALUATION CRITERIA	Scoring Matrix	% Weight
	<p>value, with supporting evidence on the scope of work. = <b>4 points.</b></p> <ul style="list-style-type: none"> <li>• <b>Exceeds</b> the requirement. Exceptional demonstration by the supplier of the relevant ability, understanding, services. Response identifies factors that will offer potential added value, with supporting evidence on the scope of work. = <b>5 Points.</b></li> </ul>	
<b>3.3 Functional Requirements Compliance</b>		<b>35%</b>
<p>The service provider must demonstrate an understanding of how the scope of services as specified in the Scope of Work and Deliverables in the ToR will be delivered.</p> <p>Bidders must indicate their compliance to the following requirements in tabular form:</p> <p>1. The proposed solution(s) must include:</p> <ul style="list-style-type: none"> <li>• User customisation capability, integration to existing software/solution to the NLC environment and requirements.</li> <li>• User serviceable branding (White Labelling) of the software/solution.</li> <li>• Installation and commissioning.</li> <li>• Development support and skills transfer Plan to target resources.</li> <li>• Collaboration functionality to source external 3rd party systems; and</li> <li>• 3rd level maintenance and support for a period of sixty (60) months.</li> </ul> <p>The proposed solution must also be scalable, allow for a minimum of 500 concurrent external customer and internal users as specified in 5.5.1. this must provide rapid response, compatibility with all browsers used by consumers, must not be cross-browser version sensitive, and compatible with multiple consumer devices e.g., desktop, laptops, as well as smart phones and tablets e.g., Android and iOS Operating systems.</p> <p><b><i>Bidders must indicate their compliance to the above.</i></b></p>	<p>Bidders will be scored according to their % Compliance to the listed Criteria.</p> <p>These will be split evenly across 5 Percentiles as follows:</p> <p><b>80 to 100% = 5 Points</b></p> <p><b>60 to 79% = 4 Points</b></p> <p><b>40 to 59% = 3 Points</b></p> <p><b>20 to 39% = 2 Points</b></p> <p><b>0 to 19% = 1 Points</b></p>	

EVALUATION CRITERIA	Scoring Matrix	% Weight
2. Provide a detailed, tabular compliance response checklist to the Requirements as per Annexure B.		
<b>Total:</b>		<b>100%</b>

Total Weighting:	
Minimum qualifying score required:	70

***Points awarded will be allocated to the weighting. For example, if the weighting is 40, 5 points equates to 40. Only bidders that scored the minimum technical qualifying score of 70 and above will be evaluated further on Pricing and Special Goal.***

## 22 STAGE 5: PRICING AND SPECIAL GOALS

The evaluation for Pricing and Special goal will be done on 80/20 and 90/10 will apply if no bids are within 80/20 include the following:

**Table 5.1**

Evaluation Criteria	Final Weighted Scores
<p><b>Price</b></p> <p>The following formula will be used to calculate the points out of 80 for price in respect of a tender with a Rand value equal to or above R30 000 and up to a Rand value of R50 million, inclusive of all applicable taxes: or 90 or rand value above R50 million inclusive of all applicable taxes</p> $P_s = 80 \left( 1 - \frac{P_t - P_{min}}{P_{min}} \right)$ <p style="text-align: center;">Or</p> $P_s = 90 \left( 1 - \frac{P_t - P_{min}}{P_{min}} \right)$ <p><i>Where:</i></p> <p><math>P_s</math> = Score for the Bid under consideration  <math>P_t</math> = Price of Bid under consideration  <math>P_{min}</math> = Price of lowest acceptable Bid</p>	80
	80

**Table 5.2**

A maximum of 20 points to be awarded to a tenderer for the specific goal specified for the RFQ as follows:-

DESCRIPTION	Sub - points for specific goals	Maximum points for specific goals	Relevant Evidence
<b>1. Procurement from entities who are black Owned</b>		<b>8</b>	Copies of ID's/3 months CIPC Report from the closing date of the bid/ CSD Recent Report
Tenderer who have 100% black Ownership	8		
Tenderer who have 51% to 99% black ownership	4		
Tenderer who have less than 51% black ownership	0		
<b>2. Procurement from entities who are women Owned</b>		<b>4</b>	B-BBEE Certificate / B-BBEE Sworn Affidavit
Tenderer who have 100% women ownership	4		
Tenderer who have 30% to 99% women ownership	2		
Tenderer who have less than 30% women ownership	0		
<b>3. Procurement from Youth Ownership</b>		<b>4</b>	B-BBEE Certificate / B-BBEE Sworn Affidavit
Tenderer who have 100% youth ownership	4		
Tenderer who have 30% to 99% youth ownership	2		
Tenderer who have less than 30% youth ownership	0		
<b>4. Procurement from Disabilities Owned</b>		<b>4</b>	Letter from the Doctor confirming disability and CSD report
Tenderer who have 20% or more owners with disability	4		
Tenderer who have less than 20% but more than 10% owners with disability	2		
Tenderer who have less than 10% owners with disability	0		
<b>Total points for specific goals</b>		<b>20</b>	

Or

DESCRIPTION	Sub - points for specific goals	Maximum points for specific goals	Relevant Evidence
<b>2. Procurement from entities who are black Owned</b>		<b>4</b>	Copies of ID's/3 months CIPC Report from the closing date of the bid/ CSD Recent Report
Tenderer who have 100% black Ownership	4		
Tenderer who have 51% to 99% black ownership	3		
Tenderer who have less than 51% black ownership	0		
<b>2. Procurement from entities who are women Owned</b>		<b>2</b>	B-BBEE Certificate / B-BBEE Sworn Affidavit
Tenderer who have 100% women ownership	2		
Tenderer who have 30% to 99% women ownership	1		
Tenderer who have less than 30% women ownership	0		
<b>3. Procurement from Youth Ownership</b>		<b>2</b>	B-BBEE Certificate / B-BBEE Sworn Affidavit
Tenderer who have 100% youth ownership	2		
Tenderer who have 30% to 99% youth ownership	1		
Tenderer who have less than 30% youth ownership	0		
<b>4. Procurement from Disabilities Owned</b>		<b>2</b>	Letter from the Doctor confirming disability and CSD report
Tenderer who have 20% or more owners with disability	2		
Tenderer who have less than 20% but more than 10% owners with disability	1		
Tenderer who have less than 10% owners with disability	0		
<b>Total points for specific goals</b>		<b>10</b>	

## 23 STAGE 6: DUE DILIGENCE

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

## 24 STAGE 7: CONTRACT AND AWARD

24.1. This stage is for negotiation after receipt of formal proposals and before the conclusion of

contracts with suppliers/contractors submitting the lowest acceptable tender price 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 their confidence or trust in the competitive system adversely.

24.2. Bidders may be requested to provide their Best and Final Offers based on contract negotiation.

## ANNEXURE A: PRICING SCHEDULE

Kindly refer to the attached supplementary Excel spreadsheet - Annexure A1 - for itemised platform, licencing, materials other costs.

### Quotations and Pricing Schedule

Item	Price	Total
<b>Baseline Platform Fees (If Any) and/or Upgrades</b>		
Implementation (Setup, Config, Consulting, Implementation, etc.)		
<b>Finance Module (3.1.1)</b>		
Implementation (Setup, Config, Consulting, Implementation, etc.)		
Training (Users & Administrators) of up to 30 users		
Integration		
Data Migration/Importation (If Any)		
Project Management Fees		
<b>Supply Chain Module (3.1.2)</b>		
Implementation (Setup, Config, Consulting, Implementation, etc.)		
Training (Users & Administrators) of up to 20 users		
Integration		
Data Migration/Importation (If Any)		
Project Management Fees		
<b>HCM Module (3.1.3)</b>		
Implementation (Setup, Config, Consulting, Implementation, etc.)		
Training (Users & Administrators) of up to 30 users		
Integration		
Data Migration/Importation (If Any)		
Project Management Fees		
<b>Other Integration Fees</b>		
<b>Total License Fees (5 Years)</b>		
<b>Total Support &amp; Maintenance Fees (5 Years)</b>		
<b>Cloud Hosting Fees (5 Years)</b>		
<b>TOTAL BID PRICE TOTAL (All inclusive)</b>		

## INVITATION TO BID (SBD 1) PART A

<b>YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS</b>							
BID NUMBER:		ISSU E DATE:		CLOSIN GDATE:		CLOSIN GTIME:	
DESCRIPTION							
<b>BID RESPONSE MUST BE HAND DELIVERED TO</b>							
<b>333 Grosvenor Street, Block D, Hatfield Gardens Hatfield, Pretoria, 0083</b>							
<b>BIDDING PROCEDURE ENQUIRIES MAY BEDIRECTED TO</b>				<b>TECHNICAL ENQUIRIES MAY BE DIRECTED TO:</b>			
CONTACTPERSON	<b>Supply Chain Management</b>			CONTACT PERSON	<b>Penelope Soyingwa</b>		
TELEPHONENUMBER	<b>012 432 1300</b>			TELEPHONE NUMBER	<b>012 432 1414</b>		
FACSIMILENUMBER				FACSIMILE NUMBER			
E-MAIL ADDRESS	<a href="mailto:bids@nlcsa.org.za">bids@nlcsa.org.za</a>			E-MAIL ADDRESS	<a href="mailto:penelope@nlcsa.org.za">penelope@nlcsa.org.za</a>		
<b>SUPPLIER INFORMATION</b>							
NAME OF BIDDER							
POSTAL ADDRESS							
STREET ADDRESS							
TELEPHONE NUMBER	CODE				NUMBER		
CELL PHONENUMBER							
FACSIMILENUMBER	CODE				NUMBER		
E-MAIL ADDRESS							
VAT REGISTRATION NUMBER							



SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		<b>OR</b>	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]
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**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"/>
<p><b>IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 1.3 BELOW.</b></p>		

**PART B**

**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: \_\_\_\_\_

## SECTION 5: 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 interest<sup>1</sup> 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 consortium<sup>2</sup> 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 Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....  
Signature

.....  
Date

.....  
Position

.....  
Name of bidder

\_\_\_\_\_ 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.

---

**SBD 6.1**

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

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

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

**1.4 To be completed by the organ of state:**

The maximum points for this tender are allocated as follows:

	POINTS
PRICE	80/90
SPECIFIC GOALS	20/10
<b>Total points for Price and SPECIFIC GOALS</b>	<b>100</b>

- 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 80/90 points is allocated for price on the following basis:

$$P_s = 80/90 \left( 1 - \frac{P_t - P_{min}}{P_{min}} \right)$$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

#### 4. 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 or 90/10 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 or 90/10 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 have 100% black Ownership	8	<b>8</b>	
Tenderer who have 51% to 99% black ownership	4		
Tenderer who have less than 51% black ownership	0		
<b>2. Procurement from entities who are women Owned</b>			

Tenderer who have 100% women Ownership	4	<b>4</b>	
Tenderer who have 30% to 99% women ownership	2		
Tenderer who have less than 30% women Ownership	0		
<b>3. Black Youth Ownership</b>		<b>4</b>	
Tenderer who have 100% youth ownership	4		
Tenderer who have 30% to 99% youth Ownership	2		
Tenderer who have less than 30% youth Ownership	0		
<b>4. Procurement from Disabilities</b>		<b>4</b>	
Tenderer who have 20% or more owners with disability	4		
Tenderer who have less than 20% but more than 10% owners with disability	2		
Tenderer who have less than 10% owners with disability	0		
Total points for specific goals			

Or

DESCRIPTION	Sub - points for specific goals	Maximum points for specific goals	Relevant Evidence
<b>1. Procurement from entities who are black Owned</b>			
Tenderer who have 100% black Ownership	4	<b>4</b>	Copies of ID's/3 months CIPC Report from the closing date of the bid/ CSD Recent Report
Tenderer who have 51% to 99% black ownership	3		
Tenderer who have less than 51% black ownership	0		
<b>2. Procurement from entities who are women Owned</b>			
Tenderer who have 100% women ownership	2	<b>2</b>	B-BBEE Certificate / B-BBEE Sworn Affidavit
Tenderer who have 30% to 99% women ownership	1		
Tenderer who have less than 30% women ownership	0		
<b>3. Procurement from Youth Ownership</b>			
Tenderer who have 100% youth ownership	2	<b>2</b>	B-BBEE Certificate / B-BBEE Sworn Affidavit
Tenderer who have 30% to 99% youth ownership	1		
Tenderer who have less than 30% youth ownership	0		
<b>4. Procurement from Disabilities Owned</b>			

DESCRIPTION	Sub - points for specific goals	Maximum points for specific goals	Relevant Evidence
1. Procurement from entities who are black Owned			
Tenderer who have 100% black Ownership	4	4	Copies of ID's/3 months CIPC Report from the closing date of the bid/ CSD Recent Report
Tenderer who have 51% to 99% black ownership	3		
Tenderer who have less than 51% black ownership	0		
Tenderer who have 20% or more owners with disability	2	2	Letter from the Doctor confirming disability and CSD report
Tenderer who have less than 20% but more than 10% owners with disability	1		
Tenderer who have less than 10% owners with disability	0		
<b>Total points for specific goals</b>		<b>10</b>	

## 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 *audialteram partem* (hear the other side) rule has been applied; and
  - (e) forward the matter for criminal prosecution, if deemed necessary.

<p>.....</p> <p><b>SIGNATURE(S) OF TENDERER(S)</b></p> <p><b>SURNAME AND NAME:</b> .....</p> <p><b>DATE:</b> .....</p> <p><b>ADDRESS:</b> .....</p> <p>.....</p> <p>.....</p>
---



**SCM:**  
**CONSENT REQUEST**  
**FORM**

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

TO: \_\_\_\_\_

FROM: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

Contact number: \_\_\_\_\_

Email address: \_\_\_\_\_

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

modification, retrieval, alteration, consultation or use;

2.2 dissemination by means of transmission, distribution or making available in any other form; or

2.3 merging, linking, as well as restriction, degradation, erasure or destruction of information.

3. “Personal information” means information relating to an identifiable, living, natural person, and where it is applicable, an identifiable, existing juristic person, including, but not limited to—

3.1 information relating to the race, gender, sex, pregnancy, marital status, national, ethnic or social origin, colour, sexual orientation, age, physical or mental health, well-being, disability, religion, conscience, belief, culture, language and birth of the person;

3.2 information relating to the education or the medical, financial, criminal or employment history of the person;

3.3 any identifying number, symbol, e-mail address, physical address, telephone number, location information, online identifier or other particular assignment to the person;

3.4 the biometric information of the person;

3.5 the personal opinions, views or preferences of the person;

3.6 correspondence sent by the person that is implicitly or explicitly of a private or confidential nature or further correspondence that would reveal the contents of the original correspondence;

3.7 the views or opinions of another individual about the person; and

3.8 the name of the person if it appears with other personal information relating to the person or if the disclosure of the name itself would reveal information about the person.

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

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Signature of Designation person