

INVITATION TO TENDER

FOR THE APPOINTMENT OF A PANEL OF SERVICE PROVIDERS TO RE-ENGINEER AND AUTOMATE BUSINESS PROCESSES FOR THE QCTO MIS (MANAGEMENT INFORMATION SYSTEM) FOR A PERIOD OF THIRTY - SIX (36) MONTHS

TENDER NO: QCTO 06/2024

Closing Date	Address for Submission
Date: 03 June 2024 Time: 11:00	Quality Council for Trade and Occupations Tender Box @ Reception 256 Glyn Street Hatfield Pretoria 0083

Late Submissions will not be considered

Company Name		
Address		
Contact person		
Contact numbers	(w)	(cell)
Email address		

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1. INTRODUCTION

QCTO is a Schedule 3A Public Entity that was established in accordance with the Skills Development Act, No. 97 of 1998 (as amended) and the National Qualifications Framework Act, No. 67 of 2008 (as amended) and came into operation on 1 April 2010. The main functions of the QCTO amongst others are to develop standards for occupational qualifications including trades and skills programs, accredit skills development providers, assessment centres. QCTO conducts assessments, quality assurance and issue certificates to qualifying candidates. therefore, QCTO is responsible for standards generation and maintenance; quality assurance of occupational full and part qualifications registered on the National Qualifications Framework (NQF) and the Occupational Qualifications Sub-Framework (OQSF) policy, including skills programs. The QCTO has approximately 120 staff members and is situated in Hatfield, Pretoria. More information can be obtained from <https://www.qcto.org.za/>.

Prospective Service Providers who are interested in providing Business Process re-engineering, analysis, re-design, mapping and documentation for the Quality Council for Trades and Occupations (QCTO) core business operations as specified herein, and in accordance with the General Conditions of offer, as well as the specifications are requested to complete this tender document, together with all the standard bidding documents in full.

Briefing Session Information
Compulsory Virtual Briefing session Date: 22 May 2024 Time: 11:00am – 12:00am

Briefing Session Link:

https://teams.microsoft.com/l/meetup-join/19%3ameeting_MDIIZWQxNGMtNTQ4NC00MmNjLTg0NzctMWYwY2M4MWM2YzEw%40t?hhead.v2/0?context=%7b%22Tid%22%3a%221aaf8259-7fdc-4376-8b09-18fa797adeed%22%2c%22Oid%22%3a%22d8949991-2040-4fad-9d59-2fdc1be1da96%22%7d

Meeting ID: 343 603 824 634

Passcode: 26Ma45

1.1 TENDER SUBMISSION AND COMPLIANCE

Prior to submission, the tenderers must check that all pages are properly numbered, and all required documents are signed and initialled. QCTO will hold the duly authorised signatory liable on behalf of the tenderer.

NB: Please create an index page for ease of reference. Paginate your proposal submission by using numbered file dividers or a similar system.

Each page should be initialled with black ink.

Bidders are advised adhere to the below for submission

I/We have attached to this document:	Tick if submitted		Office use
<ul style="list-style-type: none"> Four hard copies of the technical bid document including the duly completed terms of references document (initialled by authorised signatories) 	Yes	No	
<ul style="list-style-type: none"> Submission one tender pricing together with the completed SBD 3.3 (Separately sealed in an envelope labelled PRICING). 	Yes	No	
<ul style="list-style-type: none"> One (1) USB Submission of the technical bid document including the duly completed terms of references document (initialled by authorised signatories) 	Yes	No	
<ul style="list-style-type: none"> Duly Completed Standard Bidding Documents (SBD 1, SBD 4, SBD 6,1) 	Yes	No	
<ul style="list-style-type: none"> Proof of Briefing session attendance (Screenshot of session) 	Yes	No	

1.2 PRICING

- 1.2.1 The tenderer must submit details regarding the tender price for the services on the pricing schedule provided in SBD 3.3. The completed form/s must be submitted together with the proposal.
- 1.2.2 Bidders are required to indicate their rates (costs) inclusive of all applicable taxes.
- 1.2.3 It is a requirement of this tender that the tender price is based on a hourly rates price.
- 1.2.4 The price proposal must include VAT (VALUE ADDED TAX) (if applicable).
- 1.2.5 All other cost increases will be negotiated, not exceeding the actual inflation rate (CPI).
- 1.2.6 QCTO will not provide upfront payments.

NB: FAILURE TO PROVIDE THE PRICING PROPOSAL WILL INVALIDATE THE BID AND RESULT IN IMMEDIATE DISQUALIFICATION OF THE PROPOSAL

The service providers on the panel will be engaged through the Request for Quotations Process based on the desired deliverables (as and when required) to confirm actual costs per brief or scope of work.

1.3 PARTNERSHIPS AND LEGAL ENTITIES

In the case of the tenderer being a partnership, close corporation or a company, a certificate reflecting the names, identity numbers and address of the partners, members or directors (as the case may be) must be submitted with the tender.

1.4 CONSORTIUMS AND JOINT VENTURES

- 1.4.1 If the tendering unit emanates from a joint venture or collaborative partnership or consortium (including a newly formed company), which does not have a joint track record of at least three (3) years, the individual entities that make up the tendering unit should each provide all the mandatory requirements. Should all the requirements in respect of the tendering unit or the individual entities not be met, the tendering unit will be disqualified.
- 1.4.2 It is recognised that tenderers may wish to form consortia to provide the services.
- 1.4.3 In response to this invitation to tender, a consortium shall comply with the following requirements: -
 - 1.4.3.1 A copy of the agreement entered by the consortium members shall be submitted with the tender. It shall be signed so as to be legally binding on all consortium members.
 - 1.4.3.2 The tender document shall be signed to be legally binding on all consortium members;

- 1.4.3.3 One of the members shall be nominated by the others as authorised to be the lead member, and this authorisation shall be included in the agreement entered between the consortium members;
- 1.4.3.4 The lead member shall be the only authorised party to make legal statements, communicate with QCTO and receive instructions for and on behalf of any or all the members of the consortium;

2. AIM OF PROPOSAL

This proposal aims for QCTO to appoint a suitably qualified and experienced service provider(s) to the QCTO MIS in two parts or phases. Part 1 - The objective of this process is for the service provider(s) to assist with re-engineering, evaluation and re-design QCTO's business processes and make recommendations for the automation of processes. Establishing a continuous improvement capability and sustained culture shift is also required. It is envisaged that Part 1 will run for the first 24 months, and Part 2 will run from months 13 to 36. There shall, therefore, be an overlap between the second year of Part 1 and the first year of Part 2.

Part 2- the appointed service provider will automate and develop the QCTO's Management Information System (MIS) from the outcomes of Part 1(automated business processes). The appointment of the successful bidder(s) will be for a period of thirty-six (36) months commencing on the date as prescribed in the Letter of Award and signed Service Level Agreement.

3. BACKGROUND

The Quality Council for Trades and Occupations (QCTO) is a Quality Council established in 2010 in terms of the Skills Development Act, No. 97 of 1998 (as amended) and the National Qualifications Framework Act, No. 67 of 2008 (as amended). Its role is to oversee the design, implementation, assessment and certification of occupational qualifications, including trades, on the Occupational Qualifications Sub-Framework (OQSF). The QCTO also offers guidance to skills development providers who must be accredited by the QCTO to offer occupational qualifications.

In summary, the QCTO is responsible for:

Establishment and management of the Occupational Qualification Sub-Framework (OQSF);

- Occupational Qualifications and skills programmes development and maintenance;
- Accreditation of Skills Development Providers;
- Accreditation of Assessment Centres;

- Assessment;
- Certification;
- Research and Knowledge Development; and
- Stakeholder Management and Advocacy.

It is against this background that the QCTO requires a streamlining of its core business processes, which will be referred to as Part 1, and once the processes have been optimised and documented, Part 2 will commence-which will entail the development of the QCTO's Management Information System (MIS), using the optimised documented processes from Part 1.

The developed system will be used for the management and administration of the core business departments' operations of the organisation, namely:

- Occupational Qualifications and skills programmes development and maintenance;
- Accreditation of Skills Development Providers;
- Accreditation of Assessment Centres;
- Assessment;
- Certification;
- Research and Knowledge Development; and
- Stakeholder Management and Advocacy.

Data from this system should interface with QCTO's existing systems, such as the Certification Verification System (CVS), AIDB (Assessment Item Data Bank) for submission to the National Learner Records Database (NLRD) and other Regulatory Bodies, such as SAQA (South African Qualifications Authority).

The system should be capable of importing and exporting data from other QCTO systems concerning the learner, qualification and provider data.

The bidder shall be required to import data from an existing QCTO data warehouse.

The developed system should be capable of being used to extract reports which are in line with the formats required by SAQA.

4. SCOPE OF SERVICES

The broad scope of work will include Part (1) - business process streamlining, re-engineering, analysis, re-design and implementation of improved business processes to achieve improved efficiencies, effectiveness, and high productivity within the QCTO.

Part (2) – The scope of work will include the automation and development of the QCTO's Management Information Systems from the output of Part 1(Streamlined Business Processes) optimised for automation.

In responding to this bid, the service provider(s) must provide a detailed methodology and approach, including the implementation plan on how the service provider will deliver the services as detailed below.

The proposal must be specific to the QCTO, and it is imperative that when a provider has a recommendation not included in the scope of work, the provider must scope their proposal and provide indicative costs of such a service.

4.1 The business process re-engineering and process improvement aims to achieve the following objectives:

- 4.1.1 Re-design QCTO business processes to improve QCTO maturity level.
- 4.1.2 Ensure alignment of processes to all applicable legislation and mandates.
- 4.1.3 Re-engineer the current QCTO processes to suit the organisation's plans of automating the same processes.
- 4.1.4 Eliminate any institutional process duplication.
- 4.1.5 Create a common understanding of the processes within QCTO.
- 4.1.6 Coherently align the organisation's strategies to respond to service delivery imperatives.
- 4.1.7 Eliminate bottlenecks in the processes.
- 4.1.8 Ensure effectiveness and efficiency of the business processes.
- 4.1.9 Advise and drive integration of processes for enhanced efficiency and transparency.

4.2 The scope of work includes but is not limited to Part 1(Business Process Re-Engineering):

- 4.2.1 Review, analyse and agree on the current "As-Is" processes

- 4.2.2 Define the need ("To Be") approach and priority (the design criteria for the new processes and scope and priority of the proposed development). Analysis and Concept Design of "To-Be"
- a) Guide and manage the review, improvement and re-engineer organisation-wide business processes in line with approved QCTO policies, strategies, procedures and role profiles.
 - b) Assess the current QCTO business processes and their alignment to the organisation's functional and strategic plans, including all applicable legislations and mandates.
 - c) Automate current processes as far as possible.
 - d) Engage with all internal and external stakeholders to fully understand all process steps.
 - e) Identify objectives, risks, and critical controls in processes.
 - f) Conduct role clarification workshops to understand the role of the officials in the process and designing actual maps.
 - g) Map processes to organisational functions.
 - h) Select and automate technologically executable processes.
 - i) The metric shall be a minimum 10% cumulative quarterly improvement over three iterations in year one. (On the assumption that the first three (03) months of year 01 of the project will be the Lean Six Sigma Yellow Belt Training)
 - j) The metric in year 02 shall be a minimum of 15% cumulative improvement over four iterations.
 - k) Mentor/coach individual teams in the business to achieve process improvement as per metrics in (i and j above)
 - l) Drive the automation business processes at the end of Year 01 – the QCTO shall bear the cost of the automation.
- 4.2.3 Compile a Business Process Inventory and align it to the current Standard Operating Procedures (SOPs) of the QCTO.
- 4.2.4 Conduct workshops and interviews with relevant officials to understand the current processes of QCTO core business units.
- 4.2.5 Elimination of silos and process duplication.
- 4.2.6 Guide staff on changes to the current business process in line with best practices (i.e., identify missing steps, steps that are duplicates/ redundant that we can eliminate, and better ways to sequence steps)

- 4.2.7 Develop and implement a Change Management process and plan, which will help to ensure the buy-in of all staff and structures to prepare the organisation for a seamless adoption and implementation of improved business processes and SOPs.

4.3 The scope of work includes but is not limited to Part 2 (Automation and Development of the QCTO MIS):

The MIS shall be a web-based and process-driven system with the following capabilities:

- System management and administration
- Business rules management and
- User and group collaboration

The requirements are categorised into four sections, namely;

- Functional requirements,
- Non-functional requirements,
- Standard requirements and
- Informational requirements.

4.4 Development of the QCTO Management Information Systems (MIS)

- Convert use cases and application design into functional applications
- Identify hindrances and bugs and formulate solutions to these problems
- Maintain code quality
- Ensure the best possible performance, quality, and responsiveness of applications.
- Gather technical requirements through light requirement documents and conversations.
- Testing of systems
- Develop and maintain the user manual
- Provide training to end users
- Monthly progress reporting on activities assigned
- Design, build, and maintain secure, efficient, reusable, and reliable code

4.5 Part 1 - (BUSINESS PROCESS RE-ENGINEERING) EXPECTED OUTCOMES AND DELIVERABLES

- 4.5.1 Submit work breakdown structure (WBS) with timed deliverables/milestones and a monthly progress report as requested by QCTO.

- 4.5.2 Provide QCTO with hard and soft copies of the completed QCTO Process Manual with workflow mappings.
- 4.5.3 Provide a consolidated editable electronic file for each process, workflow, activity, rule, exception, etc., included in the QCTO Process Manual.
- 4.5.4 Provide a consolidated final report summarising the project, listing Current State, Future State change recommendations and other Process Improvement Recommendations.
- 4.5.5 Formal presentations to key stakeholders as and when required
- 4.5.6 In year 01 - training of all identified employees in Lean Six Sigma Yellow Belt, including the certification exam within the first 03 months of the project.
- 4.5.7 At the end of year 01 - training of 10% of the Yellow Belt employees in Lean Six Sigma Green Belt, including the certification exam and application of skills in a project(s).
- 4.5.8 In year 02 - 1% of the cohort that achieved Yellow Belt Certification must be mentored and trained to become a Black Belt, thus at least one individual.
- 4.5.9 Other deliverables are specified in the table below:

Deliverable no	Description	Deliverable Detail
1.	Train ALL Core Business staff in Lean Six Sigma Yellow Belt, including International Exam (IASSC (International Association for Six Sigma Certification) CSSYB or similar) voucher. Approximately 65 in number. The other capable staff must progress to Green and Black belt status as per 4.5.7 and 4.5.8 above.	Internationally accredited training and preparation, including certification exam.
2.	Monthly Reports on the assessment/review of the current business processes at QCTO and the creation of inventory for processes and SOPs	Monthly Reports of progress
3.	Improved and mapped business processes with three (03) months rolling KPI (Key Performance Indicators) Improvement targets agreed at the outset.	Final signed off improved business processes report (To-Be-Report) with KPI metrics report
4.	Change Management	Sign off Change Management Plan
5.	Recommendations on process automation opportunities or needs for improved business efficiencies.	Business Automation Activity (Level 07) Report.

6.	Closeout reports and any other reports	Preliminary and final closeout report or any other report the QCTO might deem necessary.
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4.6 PART 2 AUTOMATION AND DEVELOPMENT OF THE QCTO'S MANAGEMENT INFORMATION SYSTEM (MIS) EXPECTED OUTCOMES AND DELIVERABLES

System Access Requirements

The access levels will be as follows:

- 4.6.1 The System Administration Level: This highest level of access shall be granted to the QCTO System Administrator. They will have access to all data and can download any information in the database. They will also have access to all user profiles and usage data.
- 4.6.2 The Process Point Level: This level will be role-based, segregated and granted according to the individual designated role and responsibilities. The user ID determines user access control levels and privileges. Only information for which a user has responsibility will be available for that user to access. The user will also have access to all data relating to the user profiles and usage data for the users affiliated with the process for which they are responsible, e.g., Accreditation etc.
- 4.6.3 General Access Level: This level provides user access to view any general information in the database via the query program. The System Administrator will control downloads of the database information. Different reports should be available to various departments for their reporting purposes, such as information on Learner enrollments etc.

4.7 DATABASE DESIGN REQUIREMENTS

- 4.7.1 The database design structure priority will be to maximise business processing and application access speed.
- 4.7.2 The database/system design shall be such that Web-based access inquiries or downloads are responsive to Web users with no degradation of the responsiveness to process application accesses.
- 4.7.3 The database will be segmented to accommodate data that is common across different business processes (segregated per department)
- 4.7.4 The initial database will provide all the data identified in the Data Requirements Section that will only follow the definition of the QCTO data dictionary.

- 4.7.5 The database will be designed to easily accommodate expansion for new data elements as future requirements dictate.

4.8 Database Update Requirements

- 4.8.1 Complete online editing shall be provided, making maximum use of drop-down menus. Individual data element edit criteria shall be defined.
- 4.8.2 Data entries will be validated following the defined criteria, on-screen identification of invalid data will be presented, and the master database will not be updated until all the data passes validation.
- 4.8.3 There shall be a Web update page(s) for all the QCTO-wide data elements; this shall be the first page(s) to come up after logging onto the Web update. This page(s) shall be the same for all users having update capability, which is determined by the system access requirements.
- 4.8.4 There shall be separate Web update pages for the process unique data; the user ID shall determine the appropriate page at time of login.
- 4.8.5 The authoritative input source shall be able to specify, via drop-down, an effective date for submitted changes. This capability shall allow the submitter to select a single future effective date for all changes made during the update session or to specify that the changes made to the data entries for a single stakeholder take effect on a future specified effective date. This will be accomplished via a drop-down menu choosing immediate updates or by selecting a date from a drop-down calendar. When no effective date is specified, the system will affect the update changes immediately.

4.9 TECHNICAL REQUIREMENTS

- 4.9.1 QCTO requires interface/integration of the new system with the existing systems such as AIDB, CVS etc.
- 4.9.2 The project team should consist of at least three qualified resources (developers) at the development stage, a business/system analyst for the duration of the development and one resource (developer) for the duration of the contract for maintenance and enhancements. (8 days a month for the first six (06) months after the system go-live date, and then three (03) days a month for the remainder of the contract)
- 4.9.3 The QCTO requires that the system development should be completed within 12 months. System testing and sign-off are not to exceed one (01) month after the completion of development.
- 4.9.4 The service provider must be able to develop the system within agreed timelines.

- 4.9.5 Bidders are required to submit a detailed implementation plan with their proposals for the development of a system with a focus on the above-mentioned QCTO departments and in line with the QCTO's mandate.

No	Description
1	All changes or new developments to the systems are done. These changes may imply changes in the functionality of the system or new functions to be added Development of an entirely new system for issuing QCTO Occupational certificates, legacy occupational certificates, and verification of the certificates.
2	Troubleshooting – assistance with all systems faults and queries
3	System version and procedure management
4	System enhancement and improvement
5	Provide System support
6	Maintain code quality
7	Ensure the best possible performance, quality and responsiveness of applications.
8	Gather technical requirements through documentation and user sessions.
9	Monthly progress reporting on activities
10	Maintain efficient, reusable, and reliable code using secure coding practices throughout.
11	End user support
12	System user manual developed and kept up to date
13	System and data used should be backed up and easily recoverable and restorable

4.10 NON-FUNCTIONAL REQUIREMENTS

No	Description	System
NF 01	Performance Requirements	
	01.1 Response and Turnaround times	The system should have acceptable response times when user is accessing the system, whether within the QCTO environment or remotely.
	01.2 Scalability	The proposed system should be able to integrate into current existing systems.
	01.3 Reliability	24/7- and 365-day System availability at 99% availability with appropriate failover - mechanism in place in the background
NF 02	Legislative Compliance and Conformance	
	02.1 Legislation conformance	The system must be POPI and POPIA compliant. SDLC Compliant with ICT (Information Communication Technology) Frameworks

	02.2 Technology	The system should be able to interface with QCTO's existing systems: CVS Pastel Evolution Compliant with different web browsers AIDB etc.
	02.3 Maintainability	Changes, code, and configuration should be documented. Technical and organisational standards compliance The system must have the ability to integrate with Microsoft platforms and interfaces.
	02.4 Ergonomics	The system should be user friendly
	02.5 Operational Environment	The system should be resilient and optimised to be cloud-based should there be a need in the future.
NF 03	Control Requirements	
	03.1 Security	The system will be user-access controlled and integrated with Active Directory. Users must be created and granted access based on their access control. Changes made on the system should be saved on the back-end (SQL db.) directly.
	03.2 Audibility	The system should be auditable with proper audit trails on all user actions Usage stats should be readily available on the system
	03. 3 Integrity	Ability to produce defined reports for management per different departments No batch processing should proceed before clearing the validation exception
	03.4 Backup Strategy	The database should have rollback/Roll forward capabilities. Daily automatic backup should be possible.
	03.5 Recovery	The system should be easily and quickly recoverable.

STANDARD REQUIREMENTS

No.	Requirement	Source	Measure
S0	Coding Security Adherence to code security best practices.	Secure coding practises to be employed throughout design and testing	Confidentiality, integrity, and availability maintained
S1	Systems Accessibility. The system must be accessible to relevant users in different units and restricted based on the access allowed by unit and by role.	Accessibility to all users that have access	99% System <i>uptime</i> 99% Server <i>Up-time</i>
S2	Security: Prevent unauthorised access. Access only to authorised personnel/users. Role based and controlled functions	Adequate security on the application and compliant protection from cyber security threats	99.9% effective
S3	System Availability: The system must be available 24/7 per week and 365 days of the year. The system cannot be offline during offline during peak hours. Must be fully operational during standard working hours; Downtime should be as minimal as possible.	Available 24/7 and 365 days of the year.	99 availability%
S4	Efficiency: The system's resource usage must be efficient. The system must be designed to efficiently use of QCTO's resources-such as network bandwidth and other hardware constraints	The system must be operational	90%

No.	Requirement	Source	Measure
S5	System Performance: System performance must be impeccable and agile	The system response time must be fast, and any system lag should be easily resolvable	Response time 10-40 seconds. All other standard processes take 2-5 seconds.
S6	Reliability: The system must be highly reliable	The system must be able to perform and maintain its functionality under routine and hostile circumstances	99% operational and uptime
S7	Resilience: The System must be easily recoverable from any catastrophic fault	In the event of system failure, the system should be recoverable with minimal effort.	System recovery within a reasonable amount of time
S8	Information Accuracy: All information processed by the system should have integrity and accuracy	All calculations and processes undertaken by the system should be accurate and have proper validations in place to ensure accuracy	100% accuracy
S9	Compatibility: The system must use open industry standards	The system must be compatible across all platforms	The system must be 99% compatible with other internal systems

4.11 PART 1 – BUSINESS PROCESS RE-ENGINEERING PROJECT TEAM REQUIREMENTS

The minimum desired resources for this project:

4.11.1 Lead Consultant

- 4.11.1.1 Lead Consultant with a minimum-recognised NQF Level 7 bachelor's degree in industrial engineering or equivalent with Lean Six Sigma Black-belt Certification with experience in business process re-engineering and continuous improvement.
- 4.11.1.2 The Lead Consultant must have experience delivering internationally- accredited Lean Six Sigma training and mentorship. The successful bidder must be an IASSC (International Association for Six Sigma Certification or similar) Accredited Training Organization (ATO).
- 4.11.1.3 The Lead Consultant must have extensive Business Process reengineering (BPR) and Continuous Improvement (CI) experience in private and public sectors for both profit-making and non-profit industries.
- 4.11.1.4 Proof of experience in achieving successful process automation.

4.11.2 Project Manager

- 4.11.2.1 A Project Manager with a PMI PMP, Prince2 or project management degree (NQF 7) and experience managing BPR/CI projects in the public and private sectors.

4.11.3 Business Analyst

- 4.11.3.1 Business Analyst with at least a recognised bachelor's degree at NQF Level 7 or equivalent and experience creating software development-ready process diagrams and flowcharts using Business Process Modelling Notation (BPMN), Unified Modelling Language (UML), or similar.

**Please note that one individual can fulfil multiple roles; for example, the Lead Consultant can be the Project Manager, or the Business Analyst can also be the Project Manager concurrently.*

PART 2 – AUTOMATION AND DEVELOPMENT OF THE MIS PROJECT TEAM REQUIREMENTS

4.11.4 Specifications for automation

- Software Architect
- Lead software developer
- Two intermediate software developers
- Senior Business Analyst
- UX/UI (User experience/interface) designer
- 3 Software testers
- Project Manager
- Change Manager

5 PROJECT TIMELINES

The service provider must ensure that the project is completed within thirty-six (36) months after SLA (Service Level Agreement) is signed. Although the total duration shall be thirty-six (36) months, the QCTO shall review the bidder's performance at the end of every six (06) months and reserves the right to terminate the contract due to non-performance.

6 SPECIAL CONDITIONS OF THE CONTRACT

6.11 Contract performance and penalties for non-performance:

- 6.11.1 The contract shall be for a maximum of 24 months for either part one(1) or part two(2).
- 6.11.2 Renewal for the next six (06) months shall be subject to satisfactory performance in the preceding six (06) months.
- 6.11.3 Payment of Invoices shall be subject to satisfactory performance based on the pre-agreed criteria as per the SLA.
- 6.11.4 The only exclusions to penalties shall be conditions the QCTO accepts to be beyond the service provider's control.
- 6.11.5 Skills transfer to QCTO Software Developers.
- 6.11.6 All work paid for by the QCTO shall become the intellectual property of the QCTO with no exceptions.

7 SERVICE LEVEL AGREEMENT

The successful bidders will be expected to enter a service-level agreement with the QCTO. The service level agreement will include, amongst others, the following:

- i. Period of agreement;
- ii. Charges;
- iii. Changes to the proposed team;
- iv. Method of communication and reporting;
- v. Non-performance;
- vi. Financial penalties and termination of the contract;
- vii. Procedures relating to payments;
- viii. Procedures relating to management reports;
- ix. Terms of deliverables;
- x. Forms and formats of working papers;
- xi. Reviews;
- xii. Uncompleted work;
- xiii. Confidentiality; and
- xiv. Disputes.

8 EVALUATION CRITERIA

QCTO may request additional information, clarification, or verification regarding any information contained in or omitted from a tenderer's proposal. This information will be requested in writing, and the bidder must provide the requested information within forty-eight (48) hours after the request has been made; otherwise, the bidder may be disqualified.

QCTO may conduct due diligence on any tenderer, which may include interviewing customer references or other activities to verify a tenderer's other information and capabilities (Including visiting the tenderer's various premises and/or sites to verify certain stated information or assumptions). In these instances, the tenderers will be obliged to provide QCTO with all necessary access, assistance and/or information which QCTO may reasonably request and to respond within the given time frame set by QCTO.

The 80/20 principle will be applied in terms of the Preferential Procurement Policy Framework Act.

Stage 1: Mandatory Evaluation

During this Stage, proposals will be reviewed to determine Compliance with all mandatory requirements, and such documents must be signed by a duly authorised representative.

8.11 Stage 1: Pre-Qualification (Mandatory Evaluation)

I/We have attached to this document:	Tick if submitted		Office use
• Proof of company/closed corporation registration and a copy of CM/CK certificates	Yes	No	
• Copies of the identity documents of those with equity/shares	Yes	No	
• CSD Registration (National Treasury)	Yes	No	
• Letter of Good standing (COIDA) issued by Department of Labour	Yes	No	

Note: Failure to meet all the above mandatory requirements will lead to the bidder being disqualified.

9 Stage 2: Functionality

Only service providers that qualified during the Mandatory Evaluation will be evaluated on functionality. At this Stage, the evaluation process will be based on the service provider's responses regarding their proposals against specifications and quality.

Service providers who score a minimum qualifying threshold of 70 Points or more will be automatically categorised as technically acceptable and included on the respective panel. A bid will be disqualified if it fails to meet the minimum threshold for functionality as per the bid invitation.

9.1 Part 1: Functionality for Business Process Re-engineering

No.	Evaluation Criteria	Guideline	Scoring	Points
1	Experience in similar projects	Dated and signed (on Company's letterhead) Completion/reference letters with experience managing BPR/CI projects	0 - 2 projects = 0 3 projects = 5 4 projects = 10 5 or more projects = 15	15

No.	Evaluation Criteria	Guideline	Scoring	Points
		<p>in public and private sectors in the last ten (10) years.</p> <p>The bidder to substantiate the reference letters with a brief report</p> <ul style="list-style-type: none"> quantifying the outcome(s) achieved. (e.g., percentage reduction in turnaround times, cost savings, increase in customer satisfaction, etc.) <p>Number of similar projects completed</p>		
2	<p>Experience of one (01) Lead Consultant</p> <p>For uniformity; CVs must be on the provided compulsory CV template</p>	<p>CV of a Lead Consultant with a minimum of a recognised NQF Level 7 bachelor's degree in Industrial Engineering or similar, and experience in business process re-engineering and continuous improvement. The Lead Consultant must have extensive BPR and CI experience in private and public sectors for both profit-making and non-profit-making industries.</p>	<p>More than 8 years experience in business process re-engineering and continuous improvement = 20</p> <p>More than 4 and upto-8 years' experience in business process re-engineering and continuous improvement = 15</p> <p>2-4 years' experience in business process re-engineering and continuous improvement = 10</p> <p>Less than 2 years' experience in business process re-engineering and continuous improvement = 0</p>	20
3	<p>Qualifications and CV of the one (01) Project Manager</p> <p>For uniformity;</p>	<p>CV of a Project Manager with a PMI PMP, Prince2 or project management degree and experience managing BPR/CI projects in the public /private sectors.</p>	<p>More than 8 years experience managing BPR/CI projects in the public /private sectors = 5</p> <p>More than 4 up to 8 years of experience managing BPR/CI</p>	5

No.	Evaluation Criteria	Guideline	Scoring	Points
	CVs must be on the provided compulsory CV template		<p>projects in the public /private sectors. = 3</p> <p>2 to 4 years experience managing BPR/CI projects in the public /private sectors = 1</p>	
4	<p>Qualifications and CV of the Business Analyst</p> <p>For uniformity; CVs must be on the provided compulsory CV template</p>	<p>CV of a Business Analyst with at least a recognised bachelor's degree at NQF Level 7 and experience in creating software development-ready process diagrams and flowcharts using Business Process Modelling Notation (BPMN) or Unified Modelling Language (UML)</p> <p>**Include team organogram with all team members along with their qualifications relevant to the project and cv</p>	<p>More than 5 years' experience using Business Process Modelling Notation (BPMN) or Unified Modelling Language (UML) = 15</p> <p>More than 3 up to 5 years experience using Business Process Modelling Notation (BPMN) or Unified Modelling Language (UML) = 10</p> <p>1 to 3 years experience using Business Process Modelling Notation (BPMN) or Unified Modelling Language (UML) = 5</p> <p>Less than 1 year experience = 0</p>	15
	Lean Six Sigma Master Black-belt Certification	Valid Lean Six Sigma Master Black-belt Certification for the Lead Consultant working on the project	<p>Lean Six Sigma Black-belt Certification for the Lead Consultant working on the project = 35</p> <p>No Lean Six Sigma Black-belt Certification for the Lead Consultant working on the project = 0</p>	35
5	Project Methodology	A detailed methodology and approach including the implementation/project plan on how the service provider will deliver on the services	Detailed Project plan but does not demonstrate understanding of the scope of work = 0	10

No.	Evaluation Criteria	Guideline	Scoring	Points
			<p>Detailed Project plan demonstrating understanding of the scope of work and expected milestones = 5</p> <p>Detailed Project plan demonstrating understanding of the scope of work, expected milestones and good management = 10</p>	
				100

9.2 Part 2: Functionality for the Automation and Development of the Management Information System

No.	Evaluation Criteria	Guideline	Scoring	Points
1.	Experience in similar system development projects	<p>Dated and signed (on client company's letterhead) Completion/reference letters with recommendations demonstrating experience in developing system in public or private sectors in the last ten (10) years</p> <p>Signed and dated reports (on the bidder's letterhead) for each reference letter stating the client's business problem(s) and the software solutions provided.</p> <p>Number of similar projects completed</p>	<p>1 projects = 5 2 projects = 10 3 projects = 20 4 projects = 30 5 or more projects = 40</p>	40

No.	Evaluation Criteria	Guideline	Scoring	Points
2.	Qualifications and CV of one (01) Software Architect For uniformity; CVs must be on the provided compulsory CV template	CV with a relevant Bachelors' degree and valid professional certifications OR A portfolio of work done in the respective field with contactable references.	More than 5 years of experience in software architecture = 05 2-4 years experience in software architecture = 03 Less than 2 years' experience in software architecture = 0	05
3.	Qualifications and CV of one (01) Lead software developer. For uniformity; CVs must be on the provided compulsory CV template	CV with a relevant Bachelors' degree and valid professional certifications OR A portfolio of work done in the respective field with contactable references.	More than 9 years of experience in system development = 05 5-9 years' experience in system development = 03 Less than five years' experience in system development = 0	05
4.	Qualifications and CVs of two (02) intermediate developers. For uniformity; CVs must be on the provided compulsory CV template	CV with a relevant Bachelors' degree and valid professional certifications OR A portfolio of work done in the respective field with contactable references.	All CVs submitted have more than 6 years of experience in system development = 05 All CVs submitted have 3-5 years experience in system development = 03 All CVs submitted have Less than 3 years' experience in system development = 0	05
5.	Qualifications and CV of one (01) Senior Business Analyst	CV with a relevant Bachelors' degree and valid professional.	More than 6 years of experience in a business analyst role= 05	05

No.	Evaluation Criteria	Guideline	Scoring	Points
	For uniformity; CVs must be on the provided compulsory CV template		3-5 years experience in a business analyst role = 03 Less than 3 years' experience in a business analyst role = 0	
6.	Qualifications and CV of one (01) UX/UI (User experience/interface) designer. For uniformity; CVs must be on the provided compulsory CV template	CV with a relevant Bachelors' degree and valid professional certifications OR A portfolio of work done in the respective field with contactable references.	More than 5 years of experience in UX or UI design = 05 2-4 years' experience in UX or UI design = 03 Less than 2 experience in UX or UI design = 0	05
7.	Qualifications and CV of three (03) Software testers For uniformity; CVs must be on the provided compulsory CV template	CV with a relevant Bachelors' degree and valid professional certifications.	All CVs submitted have More than 5 years of experience in software testing = 05 All CVs submitted have 2-4 years' experience in software testing = 03 All CVs submitted have Less than 2 years' experience in software testing = 0	05
8.	Qualifications and CV of one (01) of Project Manager. For uniformity; CVs must be on the provided compulsory CV template	CV with a relevant Bachelors' degree and valid professional certifications.	More than 9 years of experience in ICT project management = 04 5-9 years experience in ICT project management = 03	05

No.	Evaluation Criteria	Guideline	Scoring	Points
			Less than five years' experience in ICT project management = 0	
9.	Qualifications and CV of one (01) of Change Manager For uniformity; CVs must be on the provided compulsory CV template	CV with a relevant Bachelors' degree and valid professional certifications.	More than 9 years experience in ICT Change management = 04 5-9 years experience in ICT Change management = 03 Less than five years' experience in ICT Change management = 0	05
10.	Project Methodology	A detailed methodology and approach, including the implementation/project plan on how the service provider will deliver the services	Detailed Project plan but does not demonstrate understanding of the scope of work = 5 Detailed Project plan demonstrating understanding of the scope of work and expected milestones = 10 Detailed Project plan demonstrating understanding of the scope of work, expected milestones and good risk management = 20	20
	Total			100

Each criterion shall be assessed and scored on the evaluation sheet using the above points.

Threshold: Bidders who score less than **70** out of 100 points on functionality will not be considered for this project.

NB: As part of the due diligence process, Bidders shall be requested to host QCTO at their premises or do a virtual walkthrough via Teams/Zoom of where the system was implemented.

9.3 Stage 3: Price and Specific Goals

Only bids that achieved the minimum qualifying score/percentage for functionality will be considered further in terms of the 80/20 preference point system.

The formulae to be utilised in calculating points scored for the preference point system will be included in the tender document.

Step 1 will be the calculation of points for the price where the lowest bid will score 80 points for price, while bids with higher prices will score lower points for price on a pro-rata basis.

The following formula will be utilised to calculate the points for price in respect of tenders with a Rand value below R50 000 000 (all applicable taxes included):

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

Where: P_s

P_s = Points scored for comparative price of proposal or offer under consideration;

P_t = Comparative price of proposal or offer under consideration; and

P_{min} = Comparative price of lowest acceptable proposal or offer.

Step 2 will be the calculation of points for the Specific goals contribution where 20 points will be awarded to a Bidder as per table below:

Specific goals	Definitions	Number of Points
Women	5 points can be claimed by bidders who have owners/directors who are Black women regardless of percentage of ownership	5
Youth	5 points can be claimed by bidders who have owners/directors who are Black persons from the age of 16 to 35 regardless of percentage of ownership	5

HDI (Historically Disadvantaged Individuals)	10 points can be claimed by bidders who have owners/directors that are Historically Disadvantaged Individuals, females, or disabled South African person regardless of percentage of ownership	10
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Note: Failure to provide certification or affidavit substantiating the attainment of any of the Specific goals criteria will result in the Bidder being awarded zero (0) points for the Specific goal. In the case that B-BBEE certificates are used to substantiate the points, the bidder must submit the full verification report, which shows the percentage of Women, Youth and HDI ownership.

10 CALCULATING THE FINAL SCORE

The points scored for the price (step 1) will be added to the points scored for the Specific goals (step 2) to obtain the tenderer's total points scored out of 100.

AREAS OF EVALUATION	POINTS
Price	80
Specific Goals	20
Total	100

11. ACCEPTANCE OF TENDERS

QCTO does not bind itself to accept either the lowest or any other tender and reserves the right to accept the tender that it deems to be in the organisation's best interest. QCTO reserves the right to accept the offer in full or in parts.

12. TENDER VALIDITY PERIOD

The validity period for this tender is 180 days.

13. ENQUIRIES

Any technical enquiries regarding the terms of reference shall be directed in writing to:

Mr. Tafadzwa Ramhewa

Email: Ramhewa.T@qcto.org.za

Contact persons for SCM (Supply Chain Management) and administrative-related issues:

Mr. Lekhotla Motlounq

Email: tenders@qcto.org.za

Compulsory CV template for Uniformity

For uniformity;

CVs **must** be on the provided compulsory CV template **AND** clearly state the proposed role(s) of the individual using the specified title, for example, “*Lead Consultant*”, or “*Project Manager*”, etc.

Bidders must replicate this CV template for each role.

Proposed role	
Proposed Project (Part 1 or Part 2)	
First name and Surname	
Date of birth	
Nationality	
Professional Membership	
Present position	
Years with the bidder's organisation or Company	

Education

Institution	Duration (Date from - Date to)	Qualification Obtained (e.g., Degree(s) or Diploma(s) (Start from the most recent, Copies of each qualification to be included in the CV pack)

Professional Experience (Relevant to the Proposed role)

Date (From – To)	
Organisation	
Location	
Position	
Description of duties (listed)	

Date (From – To)	
Organisation	
Location	
Position	
Description of duties (listed)	

Date (From – To)	
Organisation	
Location	
Position	
Description of duties (listed)	

References (relevant to the Proposed Role)

Name	Organisation	Contact details