

Attendance Register	
	<p><u>NERSA REPRESENTATIVE:</u></p> <ol style="list-style-type: none"> 1. Daniel Totten (Chairperson / CIO: ICT) 2. Zodwa Nkosi (Supply Chain Manager) 3. Refiloe Molefe (Administrator) 4. Maziya Sibeko (SCM Intern) 5. Betty Fakude (Risk and Compliance Monitoring Manager) 6. Masindy Mulaudzi (SPM Intern)
ITEM 1 Opening and Welcome	
1	<ol style="list-style-type: none"> 1.1 Ms Molefe declared the meeting open at 10:00, welcomed all present and introduced the NERSA team. 1.2 She confirmed to the attendees that the briefing session was for the appointment of a service provider for the supply, implementation, maintenance and support of the risk management solution software for the National Energy Regulator of South Africa (NERSA) for a period of three (3) years. 1.3 Bidders were forwarded the link to join the meeting. 1.4 The attendees were informed that the meeting is a non-compulsory briefing session and that bidders who did not attend the session are welcomed to submit their proposals and will be considered for evaluation. Therefore, bidders that did not attend the meeting will not be disqualified. 1.5 She took attendees through the rules for virtual briefing session as follows: <ul style="list-style-type: none"> • Keep your video camera off at all times during the meeting. Use your mic icon to select mute or unmute. It is recommended that mics be on mute unless the participant is allowed to speak. This is to ensure that there is no audio feedback, which makes it difficult for the other meeting participants to hear the person who is speaking. Participants are discouraged from connecting into two devices as this also gives bad audio feedback. To get the attention of the presiding officer (Chairperson), participants should raise their hands and once permitted to speak should unmute the mic and mute at the end of providing input. Immediately after making input, always ensure that the hand is lowered to avoid a lingering hand. During the time that of speaking, participants are required to be precise in order to save time. • Participants to ensure that they have the necessary supporting documents such as the bid documents to be able to respond to questions for clarity without delay, where applicable. • The chatroom should only be used to communicate a message to the Chairperson or any matter pertaining to the meeting. • Private chats should be kept private in the chatroom and not be visible to other participants, and • Any comment/statement made in the chatroom may constitute an official record of the meeting. 1.6 She stated that it is assumed that all attendees have read/studied the bid document to disseminate key information to assist them regarding the SCM procedures and technical requirements to allow them to have a common understanding of the bidding requirements in order to prepare a suitable proposal. Therefore, the session is mainly for clarification purposes.

	<p>1.7 It is the responsibility of bidders to take their own notes or recordings of the discussions and clarifications during the session in order to prepare a suitable proposal.</p> <p>1.8 Bidders were afforded an opportunity to send their questions from the date of bid publication on 23 May 2025. However, bidders can further send queries relating to briefingsessions@nersa.org.za no later than 12h00 on 03 June 2025 and should quote the bid reference number on the email. No clarification or query will be attended to after this date and time. Telephonic requests for clarification will not be accepted.</p> <p>1.9 Responses to the queries will be circulated together with the briefing session minutes on 04 June 2025 to all attendees and non-attendees.</p>
<p>ITEM 2 Supply Chain Management Processes</p>	
<p>2</p>	<p>Ms Molefe gave a detailed description of the Supply Chain Management (SCM) processes as follows:</p> <ul style="list-style-type: none"> • The Closing Date and Time for the bid submission is 13 June 2025 at 11:00 as per the official Telkom time (Dial 1026). Late bids will not be accepted by NERSA under any circumstances. Bid Validity period is 120 Business Days from Closing Date to 11 October 2025. • Bidders should allow time to access the premises due to security arrangements that need to be observed. In addition, bidders will be required to sign a tender register at the reception when dropping of the bids. • One original version plus a USB that contains the duplicate of the original submission i.e. that includes the bid document with all its attachments. • The memory stick will be used by each panel member of the Evaluation Panel for evaluation purposes. NERSA shall not make copies or duplicate the USB of bidder's proposals in order to ensure that NERSA is not accused of changing the content of bidder's documents. • Submission of proposals must be delivered/couriered to reach the offices by closing date and time to: The Procurement Manager, NERSA, Tender Box, Kulawula House, 526 Madiba (Vermeulen) Street, Arcadia, Pretoria. • The bid evaluation process shall be carried out in Four (4) stages namely: Stage 1: Administrative Requirements, Stage 2: Selection Criteria (minimum score of 60 points), Stage 3: Presentation and Stage 4: Price and Specific Goals. • On stage 1: CSD registration summary report, SARS Tax Compliance unique PIN letter, Valid B-BBEE Certificate, Sworn Affidavit for EMEs and all standard bidding forms must be fully completed and signed in ink, namely Bidder's Disclosure and Preference Points Claim. • On stage 2: All proposals who score less than 60% on selection criteria, which is 60.00 points out of 100 points will not be considered further and will be regarded as having submitted a non-responsive bid. • On stage 3: All proposals who score less than 60% on presentation, which is 60.00 points out of 100 points will not be considered further and will be regarded as having submitted a non-responsive bid. • On stage 4: The evaluation will be on the 80/20 preference point system whereby Price = 80 and Specific goals = 20 (Final score out of 100). • Therefore, bidders should draft their proposals to address selection criteria and do cross reference to ensure ease of access of documentation by the evaluation panel. • <u>Bidders are requested to submit proposals containing the following information:</u> <p>❖ Project initiation plan</p>

	<ul style="list-style-type: none"> ❖ CVs of Team Member/s to be allocated to NERSA to supply, implement, maintain and support the Risk Management Software Solution as per Table 3 ❖ Contactable references (with reference letters) from previous clients where similar services were rendered as per Table 2 <ul style="list-style-type: none"> • All the special conditions of bid from page 33 to 43 of the bid document must be accepted by confirming a response to each paragraph, and any deviation should be indicated in the provided response section. However, NERSA reserves the right not to accept any deviations as these conditions are in line with the Government General Conditions of Contract (GCC) that may not be amended. Bidders should also refrain from using their own Terms & Conditions that will be contradictory to the special conditions of bid and GCC. Failure to withdraw/waive or to renounce the bidder's own Terms & Conditions, when called upon to do so, may invalidate the bid. • A SARS pin letter must be submitted to enable NERSA to view the taxpayer's profile and tax status. In bids where consortia / joint ventures / sub-contractors are involved, each party must submit a separate proof of SARS pin letter/CSD Number. • Bidders are required to submit reference checks letters for all projects on the track record as part of the proposal by Friday, 20 June 2025 at 16:00 to briefingsessions@nersa.org.za. A template for reference check letters that must be completed by the referees in the prescribed format only is on page 29 of the bid document. This document must be completed by the referee and included in the bid submission. Alternatively, an existing reference letter may be used for this purpose provided it contains all information required in the NERSA standard template and must not be older than one year. <i>Completion of the Track Record Table is compulsory as bidders will <u>score zero points</u> on evaluation criteria if not submitted and <u>no points</u> will be allocated for reference letters older than 3 years per project.</i> • NERSA may contact references provided in this bid. A minimum of three positive references will be acceptable. We further retain the discretion to appoint and conclude this bid. • The successful bidder may be subjected to security screening/vetting process. • All prices related enquires will be dealt with those bidders that qualified under selection criteria after attending the compulsory guided site inspection.
ITEM 3 Technical process	
3	Mr Totten summarised on a high level the technical service required in terms of the bid document.

ITEM 4
Questions and answers

4	<p>4.1 Could you please confirm whether on-premises hosting is a mandatory requirement, or if a secure cloud-based solution (compliant with both POPIA and GDPR) would be considered acceptable?</p> <ul style="list-style-type: none"> • Mr Totten provided a response to this question by saying it can be both on premises hosting and or cloud. This will allow the BEC to make an informed decision on which one is best for the organisation. <p>4.2 On page 26, the financial proposal, am I correct in assuming that must be extracted from the document and submitted separately in the financial envelope?</p> <ul style="list-style-type: none"> • The financial proposal should be inclusive of all activities cost's breakdown as per the project scope of work as well as estimated travel and disbursements costs. The bidders are expected to provide a firm ceiling price inclusive of VAT for a period of three years. Bidders are allowed to expand table 4 to cover all their cost breakdown. • The financial proposal must be submitted in a separate envelope. <p>4.3 You have indicated 50 users and in the briefing session it was further indicated that this comprises a couple of different user types. Please could you provide the actual numbers of those user types as this will enable an accurate quotation.</p> <ul style="list-style-type: none"> • 3 Officials from SPM – Risk Management • Currently there are 18 risk champions who are responsible for reporting on progress of implementation of risk response strategies. The risk champions should be trained in such a way that even when the Risk Management unit is not available, they are able to provide assistance to the risk owners and or task owners. • There are 6 Executive Managers, +- 15 Senior Managers and HODs who are risk owners, and they will require access to identify additional risks if there are any, monitor progress of implementation and sign Off. The 50 is calculated based on this numbers. <p>4.4 Is there a current NERSA enterprise resource planning tool that has been utilized and is there expectation that the risk management tool should be integrated within the enterprise resource planning tool?</p> <ul style="list-style-type: none"> • None.
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	<p>4.5 You have indicated that training for 15 people should be included in our proposal, yet in the briefing session when the above question was partially answered the lady also mentioned that those 50 users should also be training depending on their level of access. Please could you confirm if all 50-need training or only 15 as per your document.</p> <ul style="list-style-type: none"> • The training is for 15 super users. <p>4.6 Customization (A.1, A.2): Can NERSA provide examples of "unique requirements and frameworks" that the solution needs to suit without programmer intervention?</p> <ul style="list-style-type: none"> • NERSA framework is based on ISO, KING IV and National Treasury Risk Management Framework. Customisation required should follow this best practices. <p>4.7 User Management (A.4): What is the anticipated growth in the number of users over the three-year contract period? This will impact the "marginal cost" of adding new users.</p> <ul style="list-style-type: none"> • Unable to respond to this question as I am not sure whether there are plans to expand the structure. <p>4.8 Additional Modules (A.5): Can NERSA provide examples of potential future modules they might consider adding? This would help in assessing the scalability and flexibility of our proposed solution.</p> <ul style="list-style-type: none"> • Future models such as the compliance module and some element of performance information to integrate and align the two processes. <p>4.9 Audit Trail (A.7, A.11): Are there any regulatory or compliance standards that the audit trail needs to adhere to?</p> <ul style="list-style-type: none"> • None. <p>4.10 Email Capability (A.9): What kind of email capabilities are expected within the system (e.g., automated notifications, direct communication, customizable templates)?</p> <ul style="list-style-type: none"> • Automated notification specifically to risk owners alerting them when there is a risk response strategy due and or risk indicator that will trigger the risk from occurring. The email capabilities should also be direct and customizable.
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	<p>4.11 Risk Identification Number (B.15): Are there any specific requirements for the format or generation logic of the unique risk?</p> <ul style="list-style-type: none"> • Unique Identifier: A risk should have a unique identifier (like a Risk ID) for easy tracking and referencing within a risk register, • Risk descriptions should be clear, concise, and understandable to all stakeholders. • Impact and Likelihood: Risks should be assessed for their potential impact and likelihood of occurrence, often using a scoring system or matrix to help prioritize them, the scoring is contained in the NERSA risk framework. • Risk Ownership: Each risk should have a designated owner who is responsible for managing and mitigating it. • Depending on the context, additional details like risk triggers, potential causes, and associated requirements might be included. <p>4.12 Linking Risks (B.24): What is the desired granularity for linking risks to objectives/outcomes and strategies? Can NERSA provide examples of their objectives/outcomes and strategies?</p> <ul style="list-style-type: none"> • All NERSA risks are linked to the NERSA outcomes as sitting in the NERSA Strategic Planning Documents available on the website. <p>4.13 Risk Control Self-Assessment and Surveys (B.25): Can NERSA provide examples or requirements for the types of self-assessments and surveys they envision?</p> <ul style="list-style-type: none"> • NERSA doesn't have or provide specific survey templates. However, we might specify the need for questionnaires or surveys that gather feedback from staff and stakeholders on the effectiveness of controls and the identification of potential risks. <p>4.14 Comprehensive Risk Register (C.28): What specific KPIs, risk appetite, risk tolerance, and risk capacity metrics are expected in the comprehensive risk register?</p> <ul style="list-style-type: none"> • Key Performance Indicators per NERSA division as articulated in the operational plans, risk appetite and tolerance levels are contained in the NERSA risk tolerance and appetite framework, and the specific risk metrics used by NERSA are contained in the NERSA Integrated Risk Management Framework and Policy.
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	<p>4.15 Organization-wide View (C.30): Can NERSA elaborate on the "helicopter view" required, specifically for strategic, operational, business unit, and project levels? What kind of aggregations or drill-down capabilities are needed?</p> <ul style="list-style-type: none"> • The helicopter view required is the understanding of organisational strategy, and external factors that can impact NERSA from achieving its objectives as well as key performance indicators and financial performance. At an operational level, understanding the specific goals and performance of the business unit, its contribution to the overall organisation, and its internal processes. A high-level overview of all operational processes, identifying bottlenecks, and tracking key performance indicators (KPIs). Ability to drill down into specific processes, departments, to identify root causes of issues. At a project level, understanding the project scope, timeline, budget, and resource allocation, as well as its alignment with the overall organizational strategy and be able to identify and link project risks. <p>4.16 Report Generation (C.31): For the specific reports (non-achievement of deadlines, risk above acceptable tolerance, cross-cutting risks), what level of detail and customization is expected?</p> <ul style="list-style-type: none"> • System should be able to provide different reports such as the entire risk profile of NERSA. Ability to zoom into only risks as per their level of residual risk. Review of the risk as per the appetite and tolerance levels, Dashboards/reports specific for the Audit and risk committee as well as the NERSA Board. <p>4.17 Proactive Monitoring (C.33): What specific "status tracking" capabilities are expected for proactive monitoring?</p> <ul style="list-style-type: none"> • System which able to capture the Key Risk Indicators that will serve as a proactive monitoring as to whether a risk is occurring or not. Reminders for the deadline - risk response strategies/action plans. <p>4.18 Dashboards (C.34, C.35): What kind of interactive visualizations, graphs, and tables are preferred for the dashboards? Are there specific data points or trends NERSA wishes to monitor regularly?</p> <ul style="list-style-type: none"> • Please see 4.16 and 4.17 <p>4.19 Opportunities (D.36): Can NERSA provide details on the "same process as the risk but on a positive" for capturing, analysis, evaluation, and response to opportunities? Are there specific metrics or reporting requirements for opportunities?</p> <ul style="list-style-type: none"> • None, opportunities identified will be factored in the NERSA planning process.
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	<p>4.20 Lessons Learned (E.37): What kind of information should be captured in the "lessons learned" module, and how should it be structured for future reference and analysis?</p> <ul style="list-style-type: none"> • Nothing specific, the template should capture info like project name and date, key successes and contributions, risks and their causes and how the risks were managed to ensure success. <p>4.21 Can prospective bidders respond as a JV or Consortium?</p> <ul style="list-style-type: none"> • Joint ventures are allowed, provided that there is an agreement, consolidated B-BBEE certificate or sworn affidavit and supporting documents submitted together with the bid application. <p>Pg14 under Stage 3: Presentation of Risk Management Solution Software based on NERSA's requirements:</p> <ul style="list-style-type: none"> • Demonstrate support for programmes & sub-programmes included in the NERSA's Annual Performance Plan • Support in terms of functionality of the system <p>4.22 NERSA looking to secure a Performance Management Solution on KPIs relating to Risk Management?</p> <ul style="list-style-type: none"> • Yes
<p>ITEM 5 Closure</p>	
<p>The meeting was closed at 10:29 Ms Molefe requested bidders to ensure that they deliver their bid documents before 11:00 on 13 June 2025 as no late bid will be accepted after the closing date and time.</p> <p>Bidders should allow time to access the premises due to security arrangements that need to be observed. In addition, bidders will be required to sign a tender register at the reception when dropping of the bids.</p> <p>She thanked the attendees for showing interest to bid and for their participation during the session.</p>	

Approval of the minutes by:

R Molefe
Ms Refiloe Molefe (Administrator)
Date: 04 June 2025

Daniel Totten
Daniel Totten (CIO:ICT)
Date: 4 June 2025