

## NATIONAL LOTTERIES COMMISSION

### REQUEST FOR QUOTATION (RFQ) FOR THE APPOINTMENT OF A SERVICE PROVIDER TO DEVELOP THE BBBEE STRATEGY AND PROVIDE BBBEE-RELATED SERVICES TO THE NLC FOR A PERIOD OF THREE YEARS

BID PROCESS	BID REQUIREMENTS
RFQ Number	<b>RFQ/2026-001-001</b>
RFQ Description	THE APPOINTMENT OF A SERVICE PROVIDER TO DEVELOP THE BBBEE STRATEGY AND PROVIDE BBBEE-RELATED SERVICES TO THE NLC FOR A PERIOD OF THREE YEARS
RFQ Issue Date	<b>07 January 2026</b>
Submissions	All submissions Must be addressed to Supply Chain Management, NLC Submission of proposals through ( <i>online submission on e-tender</i> ) Enquiries ONLY can be emailed to: <a href="mailto:penelope@nlcsa.org.za">penelope@nlcsa.org.za</a>
Closing date and time	<b>14 January 2026 @11:00</b>
Place where bid is advertised	E-tender only
RFQs Validity Period	The validity period of the quotation requested must be 120 days from the closing date.

## **REQUEST FOR QUOTATION (RFQ) FOR THE APPOINTMENT OF A SERVICE PROVIDER TO DEVELOP THE B-BBEE STRATEGY AND PROVIDE BBBEE-RELATED SERVICES TO THE NLC FOR A PERIOD OF THREE YEARS**

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### **SECTION 1: INTRODUCTION, BACKGROUND AND SCOPE OF REQUIREMENTS.**

#### **1. INTRODUCTION**

The National Lotteries Commission (NLC), established under the Lotteries Act No. 57 of 1997, plays a pivotal role in regulating the National Lottery and other lotteries, ensuring the equitable distribution of funds for social upliftment in line with South Africa's development goals. Transparency and openness in its operations are paramount, guided by the principles set out in the Lotteries Act.

The NLC has a dual mandate, namely "regulation of National Lottery and other Lotteries" and "administration of the NLDTF". The Distributing Agencies (DAs) are appointed by the Minister of Trade, Industry and Competition for the adjudication of the funding applications as per the Lotteries Act and applicable Regulations.

#### **2. BACKGROUND**

The NLC is required in terms of legislation, the Broad-Based Black Economic Empowerment Act (B-BBEE) 53 of 2003, as amended by Act 46 of 2013, to report on compliance with B-BBEE. The NLC as a public entity must file the annual audit of financial statements and annual report compiled in terms of section 13 G (1) of the Act annually to the B-BBEE Commission in the prescribed FORM B-BBEE 1, within thirty (30) days of the approval of such audited financial statements and annual report.

The NLC is a Schedule 3A public entity, and it is important that it is BEE compliant and that the certificate accurately reflects such. The overall aim of BBBEE verification is to give confidence to all parties that rely upon the compliance status. The value of this verification is paramount for public trust, and it is achieved by gaining the confidence of all stakeholders.

The required service provider will be expected to develop an overall BBBEE strategy and provide related services to the NLC to improve on the current B-BBEE rating level from the required BEE elements. The current NLC status B-BBEE verification rating is level 6.

## 2. SCOPE OF WORK AND DELIVERABLES

- 3.1. To conduct a Gap analysis in relation to the NLC BBBEE environment.
- 3.2. Provide a comprehensive plan of action to mitigate the identified gaps from the analysis, with clear timeframes for three years to work towards a level 1 accreditation.
- 3.3. The plan should include different proposals with costing on actions required to improve the B-BBEE levels over the period, including proper skills spent on correct Economically Active Populations (EAP) targets and accurate calculations for the monetary targets, with suggested initiatives to earn optimal points on the BEE scorecard.
- 3.4. Provide focused workshops with key individuals to develop the strategy and action plan with clear facilitation and transfer of skills. This should include the high-level analysis of the current BEE legislation, breakdown of the elements, B-BBEE rating and proposals to improve.
- 3.5. Skills transfer to the custodians of the function and to all the pillar heads for a period of three years.
- 3.6. Provide a comprehensive Enterprise Supplier Development (ESD) Strategy
- 3.7. Develop an overall robust B-BBEE strategy for the NLC, which will guide the organisation for the next five years.
- 3.8. Ongoing professional consultation and advice for three years. This must include a dedicated project manager to assist the NLC with compiling the verification and audit files for three years, drafting responses to enquiries or clarifications from the verification entity, assisting with solutions or alternative information sources that can be provided, etc. Strategy Development: Conduct a B-BBEE compliance diagnostic assessment; Develop a three-year B-BBEE strategy with clear targets and implementation plans; Align with DTIC Codes and sector charters; Incorporate all key elements of B-BBEE.
- 3.9. Advisory Services: Provide ongoing advice on B-BBEE compliance; Recommend scorecard improvements; Support policy development.

- 3.10. Monitoring and Reporting: Develop a monitoring framework; Assist with report preparation; Support B-BBEE audits and verification.
- 3.11. Training and Capacity Building: Conduct staff training and awareness sessions; Build internal B-BBEE management capacity.

#### 4. DELIVERABLES

- 4.1. Developed robust BBBEE strategy for the NLC, including specific goals for all the elements, targets, action plans, and monitoring mechanisms etc.
- 4.2. Comprehensive GAP analysis and mitigating plans, with a clear analysis of the priority elements and non-priority elements.
- 4.3. Developed a comprehensive ESD Strategy.
- 4.4. BBBEE strategic report.
- 4.5. Professional advice and transfer of skills.
- 4.6. Quarterly and annual B-BBEE progress reports.

#### 5. REPORTING REQUIREMENTS

The appointed service provider will report to the Manager: Strategy and Performance.

#### 6. DURATION OF THE PROJECT

The project must be completed within 36 Months and may be effective on the date of appointment, the date of signing of a service level agreement (SLA), or as directed and at the discretion of the NLC." The successful bidder will be expected to commence work from the date of appointment until the last item has been delivered, as per the delivery dates to be communicated with the appointed bidder/s on an as and when required basis.

#### 6. VALIDITY PERIOD

- 6.1 The NLC requires a validity period of 120 days from the closing date of this RFQ.
- 6.2 Bidders are to note that they may be requested to extend the validity period of their bids, on the same terms and conditions. A written letter will be sent to every responsive bidder to the bid. In terms of procedural fairness, the bidders will be given

an opportunity to respond, in writing, to the terms and conditions of the bid and the bid price. Such acceptance of the terms and conditions of 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.

## 7. FORMAL BRIEFING SESSION

No briefing session.

## SECTION 2: NOTICE TO BIDDERS

## 8. TERMS AND CONDITIONS OF REQUEST FOR QUOTATION

- 8.1 This document may contain confidential information that is the property of the NLC.
- 8.2 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 RFQ without prior written permission from the NLC.
- 8.3 All copyright and intellectual property herein vests with the NLC.
- 8.4 Late and incomplete submissions will not be accepted.
- 8.5 No services must be rendered, or goods delivered before an official Commission Purchase Order form has been received.
- 8.6 This RFQ will be evaluated in terms of the 80/20 preference point system prescribed by the Preferential Procurement Policy Framework Act No. 5 of 2000 and Preferential Procurement Regulations (PPR) of 2022.
- 8.7 Suppliers are required to register on the Central Supplier Database at [www.csd.gov.za](http://www.csd.gov.za).
- 8.8 Suppliers are required to register on the Central Supplier Database at [www.csd.gov.za](http://www.csd.gov.za), suppliers must provide their CSD registration number (and attach CSD Registration report) and ensure that the tax matters are compliant.
- 8.9 All questions regarding this RFQ must be forwarded to [quotation@nlcsa.org.za](mailto:quotation@nlcsa.org.za) and [penelope@nlcsa.org.za](mailto:penelope@nlcsa.org.za)

## 9. GENERAL TERMS AND CONDITIONS

- 9.1 A bid submitted in response to this RFQ will constitute a binding offer which will remain binding and irrevocable for a period of 60 days from the closing date of this RFQ.
- 9.2 Unless or until a binding contract is concluded between the NLC and the successful Bidder, the offer constituted by the Bid will be deemed not to have been accepted and no agreement will be deemed to be reached with any Bidder. No services must be rendered, or goods delivered before an official NLC Purchase Order form has been issued.
- 9.3 The NLC reserves the right to amend, modify, withdraw or terminate this RFQ or any of the requirements set out herein at any time (and from time to time), without prior notice and without liability to compensate or reimburse any Bidder or person.
- 9.4 Should this RFQ be amended, the NLC undertakes to publicize or send each Bidder in writing the amended RFQ. No oral amendments by the Bidder or the NLC shall be considered.
- 9.5 Any attempt to alter the terms and conditions or the scope of work may result in the bid being considered non responsive.

9.5 Precedence of documents

- 9.5.1 This RFQ consists of several sections (see list). Where there is a contradiction in terms between the clauses, phrases, words, stipulations, or terms and herein referred to generally as stipulations in this RFQ and the stipulations in any other document attached hereto, or the RFQ submitted hereto, the relevant stipulations in this RFQ shall take precedence.
- 9.5.2 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 NLC may in its sole discretion elect to import or to ignore. Any such inclusion shall not be used for any purpose of interpretation unless it has been so imported or acknowledged by NLC.
- 9.5.3 It, however, remains the exclusive domain and election of NLC as to which of these stipulations are applicable and to what extent. Bidders hereby acknowledge that the decision of NLC in this regard is final and binding. The onus to enquire and obtain clarity in this regard rests with the Bidder(s). The Bidder(s) shall take care to restrict

its enquiries in this regard to the most reasonable interpretations required to ensure the necessary consensus.

9.6 News and press releases

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

9.7 Preferential procurement reform

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

9.8 National Industrial Participation Program

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

9.9 It is compulsory for a Bidder submitting a bid to be registered on the National Treasury's Central Supplier Database ("CSD") and ensure that it remains registered for the duration of the services and/or contract, if successful. The Bidder must provide their CSD registration number and attach their CSD Summary report.

9.10 The Bidder needs to ensure that it is tax compliant at the time of submitting its Bid and remains tax compliant for the duration of the contract and/or services, if successful, and undertakes to provide supporting documentation issued by the South African Revenue Services ("SARS") confirming it is tax compliant upon request by the NLC.

9.11 The NLC reserves the right to conduct site inspections or call for supporting documentation in order to confirm any information provided by a Bidder in its response to this Bid.

9.12 This RFQ is not intended to form the basis of a decision to enter into any transaction with the NLC and does not constitute an offer or recommendation to enter into such transaction, or an intention to enter into any legal relationship with any person.

- 9.13 Neither the NLC or any of its respective directors, officers, employees, agents, representatives or advisors will assume any responsibility for any costs or expenses incurred by any party in or associated with preparing or submitting a Bid in response to this RFQ.
- 9.14 No entity may be involved, whether directly or indirectly, in more than one Bid in response to this RFQ. Failure to comply with this requirement may, within the sole discretion of the NLC, result in disqualification of the relevant entity.
- 9.15 Any material change in the control and/or composition of any Bidder or any core member of a Bidder after submission of a Bid, shall be brought to the attention of the NLC Supply Chain Management ("SCM") section in writing. The NLC shall be the sole arbiter as to what constitutes a material change in the control and/or composition of any Bidder and may in its sole discretion disqualify the Bidder from any further participation in the bid process.
- 9.16 Any requirement set out in this RFQ which stipulates the form and/or content of any aspect of a Bid, is stipulated for the sole benefit of the NLC, and unless the contrary is expressed, may be waived by the NLC in its sole discretion at any stage in the bid process.
- 9.17 The NLC and its advisors shall rely on a bid as being accurate and complete in relation to the information and proposals provided therein by the bidders.
- 9.18 All Bids submitted to NLC shall become the property of the NLC and will not be returned to the Bidders. The NLC will make all reasonable efforts to maintain information contained in proposals in confidence.
- 9.19 A Bid submitted by the Bidder shall be considered irregular if it shows any omissions, or irregularities of any kind. However, the NLC reserves the right to waive any irregularities and to make an award in the best interest of the organisation.
- 9.20 The NLC reserves the right to accept or reject in part or whole any Bid submitted and to waive any technicalities if this is in the best interest of the organization.
- 9.21 The NLC reserves the right to require a Bidder to provide a formal presentation of its RFQ at a date and time to be determined by the NLC. The NLC shall provide adequate instructions and clarification regarding the purpose and scope of the presentation. The Bidder shall bear all expenses.

- 9.22 All costs associated with the preparation and submission of the Bid remain the responsibility of the Bidder. The costs shall not be chargeable to the NLC by the successful or unsuccessful Bidder.
- 9.23 All Bids must be formulated and submitted in accordance with the requirements of this RFQ.
- 9.24 Bids received after the closing date and time as specified in this RFQ shall be rejected.
- 9.25 The NLC is not obliged to appoint a bidder with the lowest price, if, based on its sole discretion and assessment, the said bidder does not exhibit or demonstrate adequate capacity or full comprehension of the scope of work to be undertaken. In this regard, the NLC may appoint the lower-ranked bidder provided that the reasons for such deviation are properly justified and accurately recorded.
- 9.26 A Bidder or any party acting on behalf of a Bidder shall not make any announcement or press releases concerning this RFQ or the awarding of any resulting agreement without the prior written consent of, and then only in co-ordination with, the NLC.
- 9.27 The assessment and award of the bid shall be conducted in accordance with applicable legislation.

9.28 Processing of Bidder's Personal Information

- 9.28.1 All Personal Information of the Bidder, its employees, representatives, associates and sub-contractors ("Bidder Personal Information") required under this RFQ is collected and processed to assess the content of its tender proposal and award the bid. The assessment and award of the bid shall be conducted in accordance with applicable legislation, the Preferential Procurement Regulations, 2022. The Bidder is advised that Bidder's Personal Information may be passed on to third parties to whom NLC is compelled by law to provide such information. For example, where appropriate, NLC is compelled to submit information to the National Treasury's Database of Restricted Suppliers.
- 9.28.2 All Personal Information collected will be processed in accordance with POPIA and with the NLC Data Privacy Policy.
- 9.28.3 The following persons will have access to the Personal Information collected:
  - 9.28.3.1 NLC personnel participating in procurement/award procedures; and

9.28.3.2 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 the National Treasury's e-Tender portal.

9.29 All Personal Information of the Bidder, including its employees, representatives, associates, and sub-contractors required under this RFQ is collected and processed for the purpose of assessing the content of its bid proposal and awarding the bid. By submitting a bid, the Bidder consents to the use of its Personal Information as stipulated in this RFQ.

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

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

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

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

9.34 Bids shall be submitted in English.

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

9.36 Rejection of all Bids/Quotations and Disclaimer

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

## **10. CONFIDENTIALITY**

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

10.2 The Commission reserves all the rights afforded to it by the POPIA in the processing of any of its information as contained in the proposal/ quotations.

- 10.3 The Bidder acknowledges that it will obtain and have access to personal information of The Commission and agrees that it shall only process the information disclosed by the Commission in terms of this bid award and only for the purposes as detailed in this RFQ and in accordance with any applicable law.
- 10.4 The Bidder shall notify the Commission in writing of any unauthorised access to personal information and the information of a third party, through cybercrimes or suspected cybercrimes, in its knowledge and report such crimes or suspected crimes to the relevant authorities in accordance with applicable laws, after becoming aware of such.

## **11. COMMUNICATION**

- 11.1 Specific queries relating to this RFQ should be submitted [quotation@nlcsa.org.za](mailto:quotation@nlcsa.org.za) and [penelope@nlcsa.org.za](mailto:penelope@nlcsa.org.za) before the closing date.
- 11.2 In the interest of fairness and transparency the Commission's response to such a query may be made available to other bidders.
- 11.3 It is prohibited for bidders to attempt, either directly or indirectly, to canvass any officer or employee of the Commission in respect of this RFQ between the closing date and the date of the award of the business.
- 11.4 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.

## **12. SUPPLIER PERFORMANCE**

- 12.1 The NLC conducts regular performance reviews in accordance with the requirements for the classification of the contract and/or stakeholder by making use of supplier evaluation forms. The evaluation is conducted against the deliverables or scope of the contract with a minimum of an annual review done for contracts longer than a year and a review at completion of contract for those contracts less than a year.
- 12.2 Ad-hoc performance reviews shall be conducted where non-performance is identified outside the review period.
- 12.3 Non-performance will be addressed with at least a formal letter advising specific non-performing areas and stating remedial action/s required within specific time frames. Non-adherence to remedial actions shall lead to escalating performance management actions.

12.4 Any party to this agreement may request to participate in a joint performance review where appropriate and seek continuous improvement opportunities.

### SECTION 3: EVALUATION CRITERIA

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

#### 13. STAGE 1: RFQ CLOSING DATE AND SUBMISSION INSTRUCTIONS AND FORMAT

13.1 The deadline for Bid submission is **14 January 2026 @11:00** Standard South African Time bidders will be submitted via e-Tender portal. **(no physical submissions will be accepted)**

13.2 No late submissions will be accepted.

#### 15. STAGE 2: ADMINISTRATIVE COMPLIANCE

15.1 All bid respondents must submit required documents that comply with all this RFQ.

15.2 The Administrative Compliance Evaluation will include the following:

Evaluation Criteria	Supporting Document/Content
SCM - SBD 1 - Invitation to Bid	Fully Completed Standard and duly signed
SCM - SBD 6.1 - Preference Points Claim Form in terms of the Preferential Procurement Regulations 2022	Fully Completed Standard and duly signed
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 2013 (POPIA)	POPIA Consent Form
B-BBEE Certificate / Sworn Affidavit in terms	A valid BEE Certificate/Sworn Affidavit

of Codes of Good Practice-Valid	
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## 16. STAGE 3: MANDATORY COMPLIANCE

All bid respondents must submit mandatory documents that comply with all mandatory requirements. Bids that do not fully comply with the mandatory requirements will be disqualified and will not be considered for further evaluation. The Mandatory Compliance Evaluation will include the following:

Evaluation Criteria	Supporting Document
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 completed declaration of interest form (failure to declare honestly will lead to bidder being disqualified)	SBD 4
3. Bidders must be accredited by SANAS (South African National Accreditation Systems) for B-BBEE Verification Services.	Valid Certificate to confirm accreditation by SANAS for B-BBEE verification services
4. Price Proposal	Pricing Schedule

## 17. STAGE 4 TECHNICAL PROPOSAL EVALUATION

Table 1: Rating Scale

Rating	Definition	Score
Excellent	Exceeds the requirement. Exceptional demonstration by the Service Provider of the relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services. Response identifies factors that will offer potential added value, with supporting evidence.	5

<b>Good</b>	Satisfies the requirement with minor additional benefits. Above average demonstration by the Service Provider of the relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services. Response identifies factors that will offer potential added value, with supporting evidence.	4
<b>Acceptable</b>	Satisfies the requirement. Demonstration by the Service Provider of the relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services, with supporting evidence.	3
<b>Minor Reservations</b>	Does not meet the requirement with minor reservations. Some minor reservations of the supplier's relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services, with little or no supporting evidence.	2
<b>Serious Reservations</b>	Does not meet the requirement with major reservations. Considerable reservations of the Service Provider's relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services, with little or no supporting evidence.	1
<b>Unacceptable</b>	Does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the Service Provider has the ability, understanding, experience, skills, resources & quality measures required to provide the goods / services, with little or no supporting evidence.	0

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

CATEGORY & CRITERIA DESCRIPTION		POINTS	
<b>Company experience</b>		<p><b>Bidders are required to demonstrating that they have the capacity to render the required service to developing B-BBEE strategies, developing ESD strategy, implementation plans, transfer of skills, GAP analysis, conducting successful BEE verification audits.</b></p> <p><b>Bidders are required to submit their company profile that they have the required years of experience in developing B-BBEE strategies, developing ESD strategy, implementation plans, transfer of skills, GAP analysis, conducting successful BEE verification audits.</b></p> <p><b>Company profile clearly indicating the number of years in business providing the required services</b></p>	
		Experience	Weight
		5 years' and above experience in rendering and developing BBBEE Strategies services	5

	Above 4 years and up to and inclusive of 5 years' of experience in rendering and developing BBBEE Strategies services	4	20
	Above 3 years and up to and inclusive of 4 years' experience in rendering and developing BBBEE Strategies services	3	
	Above 2 years and up to and inclusive 3 years' experience in rendering and developing BBBEE Strategies services	2	
<b>CATEGORY &amp; CRITERIA DESCRIPTION</b>			<b>POINTS</b>
	Above 1 year and up to and inclusive of 2 years' experience in rendering and developing B-BBEE Strategies services	1	
	1 year experience in rendering and developing B-BBEE Strategies services or no experience	0	

<b>Contactable Reference Letters</b>	<p><b>Bidder (s) are required to demonstrate relevant experience and competency of the company for all successfully completed projects.</b></p>		
	<p><b>The letters must include the company name, contact name, address, a brief description of the services that you provided.</b></p>		
	<p><b>The bidders must provide written reference letters from contactable existing/ recent clients (public / private sector) for similar services rendered within the past 5 years in developing B-BBEE strategies, implementation plans, GAP analysis, conducting successful BEE verification audits and transfer of skills.</b></p>		
	<p><b>Multiple Reference letters from one company is deemed as one reference</b></p>		
	<p><b>No appointment letters from clients will be accepted as reference letters.</b></p>		
	<b>Reference Letters</b>	<b>Weight</b>	<b>Score</b>
	Five relevant reference letters	5	
	Four relevant reference letters	4	

	Three relevant reference letters	3	15
	Two relevant reference letters	2	
	One relevant reference letter	1	
CATEGORY & CRITERIA DESCRIPTION			POINTS
	No relevant reference letters provider or no letters attached  <b>Abridged CV (not longer than four pages) of the technical Project Manager.</b>	0	
	<b>Demonstrated expertise and relevant experience and indicate projects related to developing B-BBEE strategies, implementation plans, ESD strategy, transfer of skills, GAP analysis, conducting successful BEE verification audits.</b>		
	<b>Experience of the Project Manager</b>	<b>Weight</b>	<b>Score</b>

Experience of the Project Manager	CATEGORY & CRITERIA DESCRIPTION	POINTS	25
	5 years' and more experience related to developing B-BBEE strategies, implementation plans, ESD strategy, transfer of skills, GAP analysis, conducting successful BEE verification audits.	5	
	4 years' and up to and inclusive of 5 years' experience related to developing B-BBEE strategies, implementation plans, ESD strategy, transfer of skills, GAP analysis, conducting successful BEE verification audits.	4	
	3 years' and up to and inclusive of 4 years' experience related to developing B-BBEE strategies, implementation plans, ESD strategy, transfer of skills, GAP analysis, conducting successful BEE verification audits.	3	

	<p>2 years' and up to and inclusive of 3 years' experience related to developing B-BBEE strategies, implementation plans, ESD strategy, transfer of skills, GAP analysis, conducting successful BEE verification audits.</p>	2	
	<p>1 year and up to and inclusive of 2 years' experience related to developing B-BBEE strategies, implementation plans, ESD strategy, transfer of skills, GAP analysis, conducting successful BEE verification audits.</p>	1	
	<p>Less than 1 year experience related to developing B-BBEE strategies, implementation plans, ESD strategy, transfer of skills, GAP analysis, conducting successful BEE verification audits, or no experience available</p>	0	

<b>Methodology and approach</b>	<b>The bidder must demonstrate knowledge of the key requirements and expectations mentioned in this document.</b>
	<b>Provide detailed and comprehensive proposal on how the methodology will meet the requirements, as per the scope of work. The service provider must demonstrate an understanding of the scope by submitting a detailed methodology that demonstrates how the scope of work will be delivered.</b>
	<b>Methodology to include the following 6 activities:</b>
	<i>Robust B-BBEE strategy that including specific goals for all the elements, targets, action plans, and monitoring mechanisms etc.</i>

CATEGORY & CRITERIA DESCRIPTION	POINTS	
	<i>Comprehensive GAP analysis and mitigating plans, with a clear analysis of the priority elements and non-priority elements.</i>	
	<i>Developed a ESD Strategy.</i>	
	<i>B-BBEE strategic report.</i>	
	<i>Skills Transfer.</i>	
	<i>Quarterly and annual B-BBEE progress reporting.</i>	
	<b>Methodology Approach and Execution Plan</b>	<b>Weight</b>

<p>Methodology Approach with 6 activities covered comprehensively and exceptionally</p> <ul style="list-style-type: none"><li>• Documentation is impeccably organized and easy to navigate.</li><li>• All key components of the methodology are comprehensively explained.</li><li>• Language and grammar are flawless, making it effortless to understand.</li><li>• Visual aids and examples are extensive, enhancing clarity.</li><li>• Terminology is consistently and precisely defined.</li></ul>	5	25
<p>Methodology Approach with 6 activities covered in detail and above satisfactory demonstration</p> <ul style="list-style-type: none"><li>• Documentation is well-structured and logically organized.</li><li>• Key components of the methodology are explained in detail.</li><li>• Language and grammar are clear, with minimal errors.</li><li>• Visual aids and examples enhance understanding.</li><li>• Terminology is consistent and well-defined.</li></ul>	4	

<p>Methodology Approach with 6 activities covered in detail and satisfactory</p> <ul style="list-style-type: none"><li>• Documentation provides a basic understanding of the methodology.</li><li>• Most key components are covered but may lack detail.</li><li>• Structure and organization are reasonable.</li><li>• Language and grammar are generally clear but may need refinement.</li><li>• Visual aids and examples are present but could be more comprehensive.</li></ul>	3
<p>Methodology Approach with 4 activities covered in detail</p> <ul style="list-style-type: none"><li>• Documentation lacks depth and thoroughness.</li><li>• Key components of the methodology are briefly mentioned or absent.</li><li>• Some sections may be incomplete or overly vague.</li><li>• Minimal use of visual aids or examples.</li><li>• Language and grammar are somewhat problematic.</li></ul>	2

	<p>Methodology Approach with 3 activities covered in detail</p> <ul style="list-style-type: none"> <li>• Documentation is disorganized and lacks structure.</li> <li>• Key concepts are unclear or missing.</li> <li>• Grammar and language usage impede comprehension.</li> <li>• Terminology is inconsistent or undefined.</li> <li>• No visual aids or examples to illustrate concepts</li> </ul>	1								
	<p>Methodology Approach with below 2 activities covered in detail or no methodology and approach is attached.</p>	0								
<b>Implementation Plan</b>	<p><b>The bidder must provide a project implementation plan which details how the service will be carried out. The project plan must have deliverables and time frames as per the scope of work and the outlined deliverables.</b></p>									
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; padding: 2px;"><b>Implementation Plan</b></th><th style="text-align: center; padding: 2px;"><b>Weight</b></th><th style="text-align: center; padding: 2px;"><b>Score</b></th></tr> </thead> <tbody> <tr> <td style="padding: 2px;">Project Implementation Plan with 6 deliverables covered comprehensively and exceptionally</td><td style="text-align: center; padding: 2px;">5</td><td style="padding: 2px;"></td></tr> <tr> <td style="padding: 2px;"> <ul style="list-style-type: none"> <li>• Documentation is impeccably organized and easy to navigate.</li> <li>• All key components of the methodology are comprehensively explained.</li> <li>• Language and grammar are flawless, making it effortless to understand.</li> </ul> </td><td style="text-align: center; padding: 2px;"></td><td style="padding: 2px;"></td></tr> </tbody> </table>	<b>Implementation Plan</b>	<b>Weight</b>	<b>Score</b>	Project Implementation Plan with 6 deliverables covered comprehensively and exceptionally	5		<ul style="list-style-type: none"> <li>• Documentation is impeccably organized and easy to navigate.</li> <li>• All key components of the methodology are comprehensively explained.</li> <li>• Language and grammar are flawless, making it effortless to understand.</li> </ul>		
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	<ul style="list-style-type: none"><li>• Visual aids and examples are extensive, enhancing clarity.</li><li>• Terminology is consistently and precisely defined.</li></ul>		15
	<p>Project Implementation Plan with 6 deliverables covered in detail and above satisfactory demonstration</p> <ul style="list-style-type: none"><li>• Documentation is well-structured and logically organized.</li><li>• Key components of the methodology are explained in detail.</li><li>• Language and grammar are clear, with minimal errors.</li><li>• Visual aids and examples enhance understanding.</li><li>• Terminology is consistent and well-defined.</li></ul>	4	
	<p>Project Implementation Plan with 6 deliverables covered in detail</p> <ul style="list-style-type: none"><li>• Documentation provides a basic understanding of the methodology.</li></ul>	3	

	<ul style="list-style-type: none"><li>• Most key components are covered but may lack detail.</li><li>• Structure and organization are reasonable.</li><li>• Language and grammar are generally clear but may need refinement.</li><li>• Visual aids and examples are present but could be more comprehensive.</li></ul>	
	<p>Project Implementation Plan with 5 deliverables covered in detail</p> <ul style="list-style-type: none"><li>• Documentation lacks depth and thoroughness.</li><li>• Key components of the methodology are briefly mentioned or absent.</li><li>• Some sections may be incomplete or overly vague.</li></ul>	2
	<ul style="list-style-type: none"><li>• Minimal use of visual aids or examples.</li><li>• Language and grammar are somewhat problematic.</li></ul>	
	<p>Project Implementation Plan with 4 or less deliverables</p> <ul style="list-style-type: none"><li>• Documentation is disorganized and lacks structure.</li><li>• Key concepts are unclear or missing.</li><li>• Grammar and language usage impede</li></ul>	1

	comprehension.		
	<ul style="list-style-type: none"> <li>Terminology is inconsistent or undefined.</li> <li>No visual aids or examples to illustrate concepts</li> </ul>		
	No project plan provided	0	
<b>Minimum Score</b>			<b>70</b>
<b>Total Weighting</b>			<b>100</b>

## 18. STAGE 5: EVALUATION OF PRICE AND SPECIFIC GOALS

Evaluation Criteria	Final Weighted Scores
<b>Price</b> <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:</p> $Ps = 80 \left( 1 - \frac{Pt - P_{min}}{P_{min}} \right)$ <p>Where:</p> <p><math>Ps</math> = Score for the Bid under consideration <math>Pt</math> = Price of Bid under consideration <math>P_{min}</math> = Price of lowest acceptable Bid</p>	80

Ps = Points scored for price of bid under consideration

Pt = Price of bid under consideration

Pmax = Price of highest acceptable bid

A maximum of 20 points to be awarded to a tenderer for the specific goal specified.

1. Procurement from entities who are Black Owned	Sub - point s for specific goals	Maximum points for specific goals	Relevant Evidence
Tenderer who have 100% black Ownership	8	8	CSD report /B-BBEE Certificate / B-BBEE Sworn Affidavit
Tenderer who have 51% to 99% black ownership	4		
Tenderer who have less than 51% black ownership	0		
2. Procurement from entities who are Black women Owned			CSD report /B-BBEE Certificate / B-BBEE Sworn Affidavit
Tenderer who have 100% women Ownership	4	4	
Tenderer who have 30% to 99% women ownership	2		
Tenderer who have less than 30% women ownership	0		
3. Black Youth Ownership			
Tenderer who have 100% black	4	4	

youth ownership		4	CSD report
Tenderer who have 30% to 99% black youth ownership	2		Letter from the Doctor not older than 1 year from the RFQ closing confirming disability and CSD report
Tenderer who have less than 30% black youth ownership	0		
<b>4. Procurement from Disabilities</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		