



SOUTH AFRICA

Electoral Commission

Auction # 0010548829

ICT TARGET OPERATING MODEL (TOM)

IMPORTANT NOTICE

Failure to comply with the completion of the auction conditions and the required information or submission of the required stipulated documents indicated in this document shall invalidate a bid.

1 Introduction

- 1.1 The Electoral Commission (IEC) invites bidders to submit bids for the development of a Target Operating Model (TOM) for the ICT department. The Electoral Commission faces an increasingly complex landscape of technologies (including Artificial Intelligence, Analytics, Digitization, Robotics and Automation), methodologies, regulatory and compliance pressures and the ICT department needs a Target Operating Model that can help it to be agile and adaptable. The envisaged Target Operating Model should align the processes, technology and people in the ICT department so that the department can be in a better position to enable and support the Electoral Commission in achieving its strategic objectives.
- 1.2 The project must be completed within a period not exceeding 6 months.
- 1.3 Bidders must place a bid on the Votaquotes (e-Procurement) system and then provide all the required documentation before the due dates as specified in this document and on the Votaquotes web site:
<https://votaquotes.elections.org.za>

2 Background Information

- 2.1 “Election management is an essential part of any democratic process and has existed in some manner for more than twenty-five hundred years.”¹
- 2.2 The Electoral Commission is a constitutional institution reporting directly to Parliament. In line with its mandate, the Electoral Commission manages the national, provincial and municipal elections, ensures that those elections are free and fair, and declares the results within a prescribed period. The Electoral Commission was established in terms of the Electoral Commission Act (51 of 1996), which sets out the composition, powers, functions and duties of the Electoral Commission. The Commission aims to continuously entrench the Electoral Commission as the focal point in the delivery of cost effective, free and fair elections. This is not only the core of its constitutional mandate, but also an important factor in its interaction with other Chapter 9 and associated institutions and other election management bodies.

¹ ACE (2009) Overview of Electoral Management: The Electoral Knowledge Website: <http://aceproject.org/ace-en/topics/em/em10>

- 2.3 The Electoral Commission derives its mandate from the Constitution of the Republic and the Electoral Commissions Act of 1996. The objects of the Commission, as defined in section 4 of the Electoral Commission Act, 1996, are to strengthen constitutional democracy and promote democratic electoral processes. In addition to the provisions in the Electoral Act; the Municipal Electoral Act 2000 (Act 24 of 2000) deals with the specific nature of local government elections.
- 2.4 South Africa's national and provincial elections take place every five years. Voters vote for a political party, not individuals although this may change with the current Electoral Amendment Bill currently before parliament. The political party then gets a share of seats in Parliament in direct proportion to the number of votes it got in the election. Each party then decides on members to fill the seats it has won. This is called a proportional representation (PR) voting system.
- 2.5 Municipal elections take place every five years. A mixed or hybrid system, making use of both the ward system and the proportional representation (PR) system, is used for municipal elections
- 2.6 By-elections take place within 90 days after a municipal ward council seat becomes vacant due to death, expulsion or resignation of a ward councillor.
- 2.7 The duties and functions of the Electoral Commission in respect of national and provincial elections are also defined in the Electoral Act 1998 (Act 73 of 1998) as amended. These include to:
- a) manage any election;
 - b) ensure that any election is free and fair;
 - c) promote conditions conducive to free and fair elections;
 - d) promote knowledge of sound and democratic electoral processes;
 - e) compile and maintain a voters' roll by means of a system of registering eligible voters by utilising data available from government sources and information furnished by voters;
 - f) compile and maintain a register of parties;
 - g) establish and maintain liaison and co-operation with political parties;
 - h) undertake and promote research into electoral matters;
 - i) develop and promote the development of electoral expertise and technology in all spheres of government;
 - j) continuously review electoral legislation and proposed electoral legislation, and to make recommendations in connection therewith;
 - k) promote voter education;
 - l) promote co-operation with and between persons, institutions, governments and administrations for the achievement of its objects;
 - m) declare the results of elections for national, provincial and municipal legislative bodies within seven days after such elections;
 - n) adjudicate disputes which may arise from the organisation, administration or conducting of elections and which are of an administrative nature; and
 - o) appoint appropriate public administrations in any sphere of government to conduct elections when necessary

- p) Section 2 of the Electoral Commission Act, 1996, includes the holding of a referendum as one of the mandates of the Commission
- q) Manage political party funding allocations
- r) Manage political party donations disclosures

2.8 Other functions include:

- a) Verify Voter eligibility;
- b) Register eligible Voters;
- c) Ensure that voting districts boundaries are accurately reflected in systems and maps;
- d) Create written descriptions and maps that describe and show voting districts;
- e) Register political entities which may include political parties and candidates;
- f) Recruit, train, manage and pay temporary election staff;
- g) Establish temporary voting stations;
- h) Create, procure, store and distribute event materials;
- i) Educate voters
- j) Oversee campaign financing
- k) Administer voting at National and Provincial Elections, Local Government Elections, By-elections, Traditional Council Elections and Referenda;
- l) Consider ballots and count votes
- m) Allocate seats as per results
- n) Declare the results of the elections
- o) Work with the media
- p) Ensure compliance with Electoral Law and work with Electoral Court
- q) Cooperate with other levels of government and electoral agencies to share information and resources in an effort to continually improve service to voters

2.9 The Electoral Commission has identified the following as its strategic outcome-oriented goals:

- a) Strengthening governance, institutional excellence, professionalism and enabling business processes at all levels of the organization
- b) Achieving pre-eminence in the area of managing elections and referenda, including the strengthening of a cooperative relationship with political parties
- c) Strengthening electoral democracy
- d) Contribute to the enhancement of transparency in elections and party funding.

2.10 Bidders can refer to the 2024 Electoral Commission Annual Report to get more information on the goals, objectives, KPIs and other related information.

2.11 The Electoral Commission's Corporate Structure and the Organizational Structure are in Appendix F.

3 Technical Specifications

- 3.1 It must be noted that the technical specifications below are the minimum requirements; the only deviation that may be accepted will be in case where the bidder's specification is better. Anything below specification will be disqualified.
- 3.2 The Electoral Commission (IEC) invites suitably qualified bidders with proven records of accomplishment to submit bids for the development of a Target Operating Model (TOM) for the ICT department. At a minimum, the bidder must:
 - a) Conduct a review of the current ICT environment, gathering information on the pain points.
 - b) Assist the ICT department with its new vision, strategy and objectives guided by the successful bidder's detailed knowledge of operating methodology and the business technology and other new technologies available in the market.
 - c) Conduct a gap analysis through consultation with key stakeholders.
 - d) Produce a roadmap and assist the ICT department with its execution.
- 3.3 The bidder must include an approach/framework/methodology to guide the design and implementation of a Target Operating Model. The framework must provide best practices, governance structures and methodologies to ensure efficiencies, security and alignment of business goals.
- 3.4 The framework must include the following at a minimum:
 - a) Processes
 - b) People
 - c) Service Management Model
 - d) Technology
 - e) Measurements and KPIs
 - f) Governance
- 3.5 The bidder is expected to develop a TOM through a consultative process, considering current challenges, stakeholder feedback, the opportunities offered by digital transformation and assess the impact on the organisation.
- 3.6 The bidder is to propose key steps for an ICT organisational transformation roadmap (inclusive but not limited to culture and change management plan, required capabilities and capacities), highlighting the different role players and how they will be supported to ensure the successful implementation of the TOM.

- 3.7 The bidder is to advise on the next appropriate actions that may be explored by all stakeholders in implementing the TOM, including role definitions and reporting.
- 3.8 The project must be completed within a period not exceeding 6 months. The envisaged target operating model (TOM) will define how the ICT department should operate within the Electoral Commission to achieve its strategic objectives.
- 3.9 In broad terms the outcomes of the Target Operating Model (TOM) must include the following:
- a) Define or amend the identified vision and strategic objectives of the ICT department. The Electoral Commission has recently completed its 2025-2030 strategic plan. The Target Operating Model must ensure that ICT operations are closely aligned with these strategic objectives.
 - b) People and Organization Structure – define roles within the ICT department to adequately enable and support the Electoral Commission.
 - c) Improved efficiencies and productivity, costs optimization and financial performance - including streamlined processes that reduce wastage and duplication, increased automation that leads to faster and more accurate operations and optimized resource allocation. Some of the questions to answer include whether the centralised support structure is adequate to support a countrywide organization such as the Electoral Commission, service management frameworks to adopt, methodologies to adopt for faster software delivery mechanism etc.;
 - d) Enhanced Customer and End-user Experience – the ICT department's customers are internal and external. Users within the organization use systems and applications, email, internet, security services etc., while external users register online, check their registration statuses, submit documents for party funding, candidate nomination etc. There is room to enhance customer service to all the different stakeholders of the Electoral Commission. TOM should also help the ICT department to define Key Performance Indicators that are aligned and supportive to the organization including IT Service Uptime percentage, Incident Resolution Time, Cost per IT Service, End-User satisfaction surveys, project delivery timelines management, cybersecurity incident rate management;
 - e) Greater Agility and Adaptability – the IT space changes so quickly these days. ICT operations team in the past used to focus on certain products or functions, and with the space changing so rapidly, they are forced to adapt quickly to the changes. Is the ICT department agile and adaptable enough to deal with the changes in the IT space? Are the employees empowered enough to deal with the changes? Is the structure of the ICT department allowing for greater adaptability and agility?
 - f) Stronger Governance and Compliance – It is very important for the stakeholders of the Electoral Commission to have full trust in the organization, and an assurance that the Electoral Commission is conducting its affairs with integrity, transparency and accountability. In an era where trust in government institutions is eroding, not only in South Africa but worldwide, it is very important for the ICT department to position itself in a way that will ensure that the principles of integrity, transparency and accountability are upheld by the department. What are some of the regulatory compliance standards that the ICT department need to adopt for example (NIST, ISO-27001, SOC 2 etc.)

- g) Effective use of technology – the use of new technologies such as modern workspace, Artificial Intelligence and Automation (Chatbots, chatGPT, predictive analytics) etc.), Blockchain, electronic Voting, Software Defined Networking (SDN), automation etc. The Model must advise on the plausible Digital Transformation Roadmap for the Electoral Commission focusing on the ICT department. The Electoral Commission aims to improve the culture of collaboration within the organization and increase better communication and teamwork first within the ICT department but also between the ICT department and other departments within the Electoral Commission. Some of the questions to be answered include Cloud vs on-premises.

3.10 A bidder who is also an ISO-27001/ NIST certified organization will be an added advantage.

3.11 The bidder must include at least two (2) Curriculum Vitae (CVs) with the bid response, one of a project lead and the other of a typical resource to be deployed on a TOM project to show capacity and capability.

The resources must meet or exceed the requirements and experience below:

Resource	Resource Requirements	Resource certification and experience
Project Lead	<ul style="list-style-type: none"> a) Bachelor's degree/Diploma or Advanced qualifications in Information Technology/Computer Science b) TOGAF certification c) Information Technology Service Management, Architecture and Governance frameworks certifications such as COBIT, ITIL etc.). d) Past participation in assisting organizations attain ISO 27001 or NIST certification. e) Knowledge of the DPSP's prescribed ICT Governance Framework and Government Wide Enterprise Architecture Framework. f) Knowledge of strategic IT solutions. g) Knowledge of DevSecOps / DevOps and Agile an added advantage. h) Knowledge of Cloud computing and cloud technologies. i) Strong business process modelling (optimization and automation) skills. j) Strong Change Management and Business Process Reengineering knowledge. 	<ul style="list-style-type: none"> a) 10+ years' experience in designing and developing Target Operating Models b) ITIL, COBIT and TOGAF certification c) PMP / Agile / Scrum Master certification d) 10+ years' experience in leading ITIL based IT Service Management (ITSM) implementation e) 10+ years' experience in developing IT governance frameworks (COBIT, ISO 27001) within organizations f) 5+ years of experience managing strategy, digital transformation, cloud adoption initiatives etc. g) 5+ years of experience in business process optimization, automation and technology roadmaps h) 5+ years' experience in implementing Change Management strategies to effect change within an organization.
Typical Project Resource	<ul style="list-style-type: none"> a) Business Analysis Certification b) TOGAF certification c) Bachelor's degree/Diploma or Advanced qualifications in Information Technology/Computer Science d) SDLC and system development methodologies such as waterfall, Rational Unified Process (RUP), agile, scrum and understanding of DevOps CI/CD processes and tools e) Business Analytic Skills, business analysis methodology, assist with project requirements planning, process and Business Requirements 	<ul style="list-style-type: none"> a) 5+ years ' experience in designing and developing Target Operating Models b) 5+ years' experience in business analysis, business process management, business process engineering and change management

Resource	Resource Requirements	Resource certification and experience
	specification documentation f) capability maps development skills g) Skills to enable technology of core capabilities and value streams h) Skills to analyze operating and business models i) Strong interpersonal skills, communication and documentation skills j) Knowledge of the DPSA's prescribed ICT Governance Framework and Government Wide Enterprise Architecture Framework.	

4 Planning Assumptions

The Electoral Commission has made the following assumptions:

- 4.1 The Electoral Commission will provide technical resources for all Electoral Commission's designated work including setup and configuration of own systems and databases;
- 4.2 Bidder should bring their own tools to execute this job. The Electoral Commission will not provide tools for the service provider to execute their function.
- 4.3 The project must be completed within stipulated period in the delivery and implementation schedule below.
- 4.4 The recommended service provider shall provide all relevant details needed to ensure successful operations capability within the organization.

5 General Auction Conditions

The following standard auction conditions must be adhered to and complied with, failing of which, the bid will be disqualified.

- 5.1 Bidders must place bids online on the Electoral Commission's eProcurement website by no later than the stipulated closing date and time on the auction.
- 5.2 Bidders must complete and submit Appendix A to demonstrate compliance with the technical bid requirements.
- 5.3 The bidder must provide a Target Operating Model (TOM) development approach/methodology/framework used by their organization for TOM Model design and execution.

- 5.4 Bidder must provide a high-level project plan in line with the approach in 5.3 above and the staffing plan mentioned below.
- 5.5 The bidder must have experience and knowledge of the DPSA's prescribed ICT Governance Framework and Government Wide Enterprise Architecture Framework. Bidder to indicate the number of years of experience with GWEA and IT Governance Framework.
- 5.6 The bidder must provide at least five (5) contactable references of past services of a similar nature (TOM Model formulation and execution) that the bidder provided or was involved in. Reference details must include the following: customer name, contact person, contact details (telephone, email, physical address) and service description and value of services offered. The bidder can use Appendix C as guideline.

Some other guideline definitions:

- 5.6.1 Service value defined in terms of size, personnel resources and duration.
- 5.6.2 Similar service in terms of the scope of the project.
- 5.7 Bidder must indicate the level of experience in providing Target Operating Model (TOM) formulation services. The bidder must have at least five (5) years' experience in providing TOM design and implementation services. Bidders to submit a comprehensive profile detailing their experience with TOM formulation. Bidders can use Appendix E as guideline.
- 5.8 Bidders must have the technical resources required to deliver and support these services. This includes an ideal project team's composition, skills and organization including the time estimates of the required time for each member such as full time / part time (a staffing plan). The bidder is to include at least one CV of a project lead and one typical project resource as per 3.11. The bidder can use Annexure D as a guide
- 5.9 The Electoral Commission reserves the right and discretion to cancel and not award this bid based on any reason including operational or financial.
- 5.10 Awarding the bid to a successful bidder is subject to the bidder entering into a service level agreement (SLA) with the IEC that will formalize and regulate the final deliverables and associated processes and procedures.

6 Quality Control

The following quality control conditions must be adhered to and complied with, failing of which, the bid will be disqualified.

- 6.1 The successful bidder will have the primary responsibility of ensuring that the proposed solution complies with the required specifications in terms of functionality and technical specification including quantity and quality.

- 6.2 Points will be given to solutions that are based on existing and proven standards / product offering in the market and not solution specifically designed and/or cloned for this bid. The Electoral Commission may require market penetration / usage indicators.
- 6.3 Consultants/Contractors appointed on the project may be required to undergo security clearance.
- 6.4 Finalization of the project will only be accepted on delivery of signed artefacts as agreed with the Electoral Commission
- 6.5 No payment shall be made until full delivery has taken place and the product has been confirmed and delivered in accordance with the specifications. The bidder may however indicate project phases and the expected costs per phase including the payment plans. Payments will then be made at the end of each phase.
- 6.6 Upon a successful bid being accepted, the Electoral Commission reserves the right to request an inspection of the preferred service provider's facilities. Awarding of the auction to any successful bidder shall be subject to the Electoral Commission's due diligence audit requirements, where applicable
- 6.7 The successful service provider has the primary responsibility to ensure that quantity and quality are in accordance with the bid specifications.

In addition, the Electoral Commission may also call on bidders to make further submissions and/or presentations in order for the Electoral Commission to ensure full compliance with all its requirements and as part of the bid evaluation process prior to the conclusion of the adjudication of the auction.

7 Pricing Requirements

When pricing bid proposals, service providers are advised to take into account that the following items are factored into the price. The Electoral Commission will not entertain additional charges on these items.

- 7.1 Staffing plan and resource allocation over 6 months.
- 7.2 Bidder must complete and submit Appendix B Pricing Schedule
- 7.3 Delivery costs to the Electoral Commission's National Office in Centurion, Gauteng, South Africa.
- 7.4 Bidders must be aware that not all activities can be done remotely. Some information gathering activities and feedback sessions may need to happen on-site at the Electoral Commission.
- 7.5 Bid prices must include VAT and must be firm for a period of one hundred and eighty (180) days.
- 7.6 Bid price must be submitted online on the eProcurement (Votaquotes) portal.

8 Supplier Performance

- 8.1 Contracting of any service provider to render goods and/or services to the Electoral Commission are subject to the fulfilment of the Electoral Commission's due diligence audit requirements.
- 8.2 An essential component of the Electoral Commission's due diligence audit requirements may involve site visits to the recommended bidder as well as inspection of various key documents underpinning the establishment of the companies involved in bids of the Electoral Commission. This also includes confirmation of capability and capacity requirements to execute the services specified in such bids.
- 8.3 Upon notification of the Electoral Commission's intention to award a contract, the recommended bidder will be required to enter into a service level agreement (SLA/contract) with the Electoral Commission.
- 8.4 The purpose of the SLA (if applicable other than what the Electoral Commission's standard purchase orders provide for) is to fix performance criteria within the key requirements of this request for quotation, namely quantity, quality and delivery.
- 8.5 The SLA may contain elements such as supplier progress milestones, delivery schedules, quality checkpoints and invoicing procedures.
- 8.6 The Electoral Commission reserves the right to reject any services delivered not conforming to the bid specification.
- 8.7 Where previously agreed delivery schedules are not met by a supplier, the Electoral Commission shall have the right to appoint an alternative supplier to make good the shortfall in supply. Any additional costs incurred by the Electoral Commission in obtaining such corrective services or products from another source will be for the account of the defaulting supplier.

9 Duration

- 9.1 The contract is for a period not exceeding six (6) months. If the bidder is unable to meet this duration requirement, they must as part of the bid submission, motivate with reasons the proposed duration of the project.

10 Award of Order

- 10.1 The adjudication process may include short-listing, presentation and demonstration of the solution and services by the recommended bidder(s).
- 10.2 The order will be awarded to a bidder whose solution successfully conforms to specifications and is able to deliver and support the product, and in terms of the provisions of the Preferential Procurement Policy Framework Act, 2022.
- 10.3 The Electoral Commission reserves the right to run a proof of concept (POC) with the leading bidder as

part of adjudicating the bid before a final award is made.

- 10.4 The successful bidder will be required to produce a Project Charter that will be signed off by the Electoral Commission in order to formalize and confirm the project activities, dependencies, milestones and timelines.
- 10.5 The Electoral Commission will enter into a formal contract or issue a formal purchase order before any services or equipment can be delivered

11 Briefing Session

- 11.1 A briefing session will be held on the date indicated on the e-procurement website
- 11.2 Bidders may, also direct enquiries concerning the technical requirements to Bridget Ndlovu (ndlovub@elections.org.za) or Libisi Maphanga (libisi@elections.org.za) telephone number: at 012 622-5700

12 Delivery and Implementation Timeframe

- 12.1 The successful service provider will be required to complete delivery within 6 months from the official start of the project (sign-off of the project charter).

13 Written Submissions

All submissions must be received before the closing date and time for submissions as stipulated on the eProcurement website <https://votaquotes.elections.org.za>. Submissions received after the final date and time will lead to bids being disqualified and not considered. Written submissions must be delivered to the Electoral Commission's Procurement and Asset Management Department. Delivery can be through any of the following means:

- Upload to the auction site.
- Place in the Electoral Commission tender box situated in the foyer of the Electoral Commission National Office in Centurion at the following address before the closing date and time of this auction

**Election House
Riverside Office Park,
1303 Heuwel Avenue,
Centurion,
0157**

Note: Clearly mark your submission: For the attention of Procurement and Asset Management Department – Auction 0010548829

Failure to submit all of the required documentation (see points in section 15 below) before the closing date and time shall invalidate the bid. It remains the responsibility of the bidder to confirm receipt of the required documentation with the Electoral Commission Procurement and Asset Management Department.

14 Summary of Submission Requirements

- 14.1 A detailed proposal including the detailed approach / methodology, staffing plan (including project lead CV) and project plan as per 5.3, 5.4 and 5.8.
- 14.2 Detailed technical specifications in accordance with the technical requirements to demonstrate compliance by completing and submitting Annexure A as per 5.2;
- 14.3 Detailed pricing as per 7.2;
- 14.4 A comprehensive company profile indicating the level of experience of the organization as per 5.7;
- 14.5 At least five (5) contactable references of past services of a similar nature that the bidder provided or was involved in, as per 5.6.

15 Closing Date

The closing date and time of this auction is specified on the eProcurement (Votaquotes) website in accordance the bidding requirements. The closing date and time is determined by the clock on the Electoral Commission's servers and is not negotiable. Bidders must also take note that supporting documentation must be delivered before the closing date and time.

16 Appendix A: Technical Bid Response

Appendix A – Technical Bid Response Sheet Completion of this technical response sheet by the bidder is compulsory. Bidder must respond to each and every item in the response sheet. Failure to complete and submit this technical bid response sheet as part of the bid submission shall lead to disqualification.						
Requirements		Reference Section	Indicate whichever is applicable		Bidder's Comments	Supporting Documentation or Reference to Supporting Documentation
			Yes	No		
1.	The bidder has included an approach/methodology/framework that touches on the following aspects at a minimum:	3.4				
2.	a) People	3.4				
3.	b) Technology	3.4				
4.	c) Service Management Model	3.4				
5.	d) Processes	3.4				
6.	e) Governance	3.4				
7.	The key steps in the approach/methodology/framework include the following at a minimum:	3.2				
8.	a) Conduct a review of the current ICT environment, gathering information on the pain points,	3.2				
9.	b) Assist the ICT department with its new vision, strategy and objectives guided by the successful bidder's detailed knowledge of operating methodology and the business technology and other new technologies available in the market.	3.2				

Appendix A – Technical Bid Response Sheet

Completion of this technical response sheet by the bidder is compulsory. Bidder must respond to each and every item in the response sheet.
Failure to complete and submit this technical bid response sheet as part of the bid submission shall lead to disqualification.

Requirements		Reference Section	Indicate whichever is applicable		Bidder's Comments	Supporting Documentation or Reference to Supporting Documentation
			Yes	No		
10.	c) Conduct a gap analysis through consultation with key stakeholders,	3.2				
11.	d) Produce a roadmap and assist the ICT department with its execution	3.2				
12.	The outcomes of the TOM interventions include the following at a minimum:	3.9				
13.	a) Definition / Amendment of the identified vision and strategic objectives of the ICT department	3.9				
14.	b) People and Organization Structure – definition of roles and responsibilities	3.9				
15.	c) Identification of deficiencies, wastage, duplications and mitigations	3.9				
16.	d) Identification of the required governance structures and interventions	3.9				

17 Appendix B: Pricing Schedule

Appendix B – Pricing Sheet						
Completion of this pricing schedule by the bidder is compulsory. Failure to complete and submit this pricing schedule as part of the bid submission shall lead to disqualification.						
	Phase	Phase Description	Number of Resources	Number of man hours on the project	Average Rate / hour (Tariff)	Total Cost
1.	Phase I					
2.	Phase II					
3.	Phase III					
4.	Phase IV					
5.	Phase V					
6.	Any other cost / Phase					
*Total Bid Price:						
*Total Bid Price must be in full and complete for the proposed solution, it also the price which will be used for adjudication. The Grand Total Bid Price must be placed on eProcurement						

18 Appendix C: Guideline Reference Table

Reference #1

<u>Appendix C – Guideline Reference Table</u>		
EACH REFERENCE MUST CONTAIN THE FOLLOWING DETAILS AT THE LEAST		
Customer name		
Contact Person		
Contact Details	Email	
	Telephone	
	Physical address	
Service Description	Scope of Work	
Services Provided	Number of resources on the project	
	Project Duration	
	Is the customer a government institution	
When was the project?	Was the project executed in the last 5 years?	

Reference #2

<u>Appendix C – Guideline Reference Table</u>		
EACH REFERENCE MUST CONTAIN THE FOLLOWING DETAILS AT THE LEAST		
Customer name		
Contact Person		
Contact Details	Email	
	Telephone	
	Physical address	
Service Description	Scope of Work	
Services Provided	Number of resources on the project	
	Project Duration	
	Is the customer a government institution	
When was the project?	Was the project executed in the last 5 years?	

Reference #3

<u>Appendix C – Guideline Reference Table</u>		
EACH REFERENCE MUST CONTAIN THE FOLLOWING DETAILS AT THE LEAST		
Customer name		
Contact Person		
Contact Details	Email	
	Telephone	
	Physical address	
Service Description	Scope of Work	
Services Provided	Number of resources on the project	
	Project Duration	
	Is the customer a government institution	
When was the project?	Was the project executed in the last 5 years?	

Reference #4

Appendix C – Guideline Reference Table

EACH REFERENCE MUST CONTAIN THE FOLLOWING DETAILS AT THE LEAST

Customer name		
Contact Person		
Contact Details	Email	
	Telephone	
	Physical address	
Service Description	Scope of Work	
Services Provided	Number of resources on the project	
	Project Duration	
	Is the customer a government institution	
When was the project?	Was the project executed in the last 5 years?	

Reference #5

<u>Appendix C – Guideline Reference Table</u>		
EACH REFERENCE MUST CONTAIN THE FOLLOWING DETAILS AT THE LEAST		
Customer name		
Contact Person		
Contact Details	Email	
	Telephone	
	Physical address	
Service Description	Scope of Work	
Services Provided	Number of resources on the project	
	Project Duration	
	Is the customer a government institution	
When was the project?	Was the project executed in the last 5 years?	

19 Appendix D – CV Guideline

19.1 Project Lead

<u>Appendix D1 – CV Guideline – Project Lead</u>			
<u>Please use the guideline below to provide the details of the resource(s) to be utilized to do the develop TOM</u>			
<u>Provision of the resource(s) details is compulsory. Failure to complete and submit shall lead to disqualification</u>			
Resource Name			
Role	Project Lead		
English Proficiency (Excellent, Average, Basic)	Reading	Speaking	Writing
Qualifications	Post Matric Qualifications (e,g, BSc)	Year of Qualification	Institution
Professional Certificates	TOGAF Version:	Year of Qualification:	Registration Number:
	COBIT		
	ITIL		
	Other certificates		

	Other certificates:		
Pen Portrait (Describe below, in a maximum of 50 words, significant highlights of your professional experience and achievements. Please type the description in the field below)			
Experience	From Date to Date	Company / Organization	Position and Responsibilities
Section 3.11 Specific Requirements	Role	Requirement	Comply Yes / No
	Project Lead	a) Bachelor's degree/Diploma or Advanced qualifications in Information Technology/Computer Science b) TOGAF certification c) Information Technology Service	a) b)

		<p>Management, Architecture and Governance frameworks certifications such as COBIT, ITIL, TOGAF etc.) .</p> <p>d) Past participation in assisting organizations attain ISO 27001 or NIST certification.</p> <p>e) Knowledge of the DPSA's prescribed ICT Governance Framework and Government Wide Enterprise Architecture Framework.</p> <p>f) Knowledge of strategic IT solutions</p> <p>g) Knowledge of DevSecOps, DevOps and Agile an added advantage</p> <p>h) Knowledge of Cloud computing and cloud technologies</p> <p>i) Strong business process modelling (optimization and automation) skills</p> <p>j) Strong Change Management and Business Process Reengineering knowledge</p> <p>k) Knowledge / Certification of COBIT, TOGAF and ITIL Frameworks</p>	<p>c)</p> <p>d)</p> <p>e)</p> <p>f)</p> <p>g)</p> <p>h)</p> <p>i)</p> <p>j)</p> <p>K)</p>
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19.2 Typical Project Resource

Appendix D2 – CV Guideline – Typical Project Resource

Please use the guideline below to provide the details of the resource(s) to be utilized to do the develop TOM

Provision of the resource(s) details is compulsory. Failure to complete and submit shall lead to disqualification

Resource Name			
Role	Typical Project Resource		
English Proficiency (Excellent, Average, Basic)	Reading	Speaking	Writing
Qualifications	Post Matric Qualifications (e,g, BSc)	Year of Qualification	Institution
Professional Certificates	TOGAF Version:	Year of Qualification:	Registration Number:
	COBIT		
	ITIL		
	Other certificates		
	Other certificates:		

Pen Portrait (Describe below, in a maximum of 50 words, significant highlights of your professional experience and achievements. Please type the description in the field below)			
Experience	From Date to Date	Company / Organization	Position and Responsibilities
Section 3.11 Specific Requirements	Role	Requirement	Comply Yes / No
	Typical Project Resource	a) Business Analysis Certification b) TOGAF certification c) Bachelor's degree/Diploma or Advanced qualifications in Information Technology/Computer Science d) SDLC and system development methodologies such as waterfall, Rational	a) b) c)

		<p>Unified Process (RUP), agile, scrum and understanding of DevOps CI/CD processes and tools</p> <p>e) Business Analytic Skills, business analysis methodology, assist with project requirements planning, process and Business Requirements specification documentation</p> <p>f) capability maps development skills</p> <p>g) Skills to enable technology of core capabilities and value streams</p> <p>h) Skills to analyze operating and business models</p> <p>i) Strong interpersonal skills, communication and documentation skills</p> <p>j) Knowledge of the DPSA's prescribed ICT Governance Framework and Government Wide Enterprise Architecture Framework.</p>	<p>d)</p> <p>e)</p> <p>f)</p> <p>g)</p> <p>h)</p> <p>i)</p> <p>j)</p>
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20 Appendix E: Profile Guideline

<u>Appendix E – Company Profile Guideline</u> <u>Bidder must complete and submit the below to show bidder's experience</u>		
Company Name		
Number of Years in Business		
Number of Years of Experience	Target Operating Model development	
	ISO 27001 / NIST	
	ITIL Implementation	
	COBIT Implementation	
	Enterprise Architecture Review, Formulation etc.	
	Government Wide Enterprise Architecture Framework (GWEA)	
	IT Governance Framework (DPSA)	
Number of Employees	Number of Employees	
	Number of COBIT certified employees	
	Number of ITIL certified employees	
	Number of TOGAF certified employees	
TOM Projects	Number of TOM development projects done by the organization in the last 5 years	

21 Appendix F: Organizational Structure

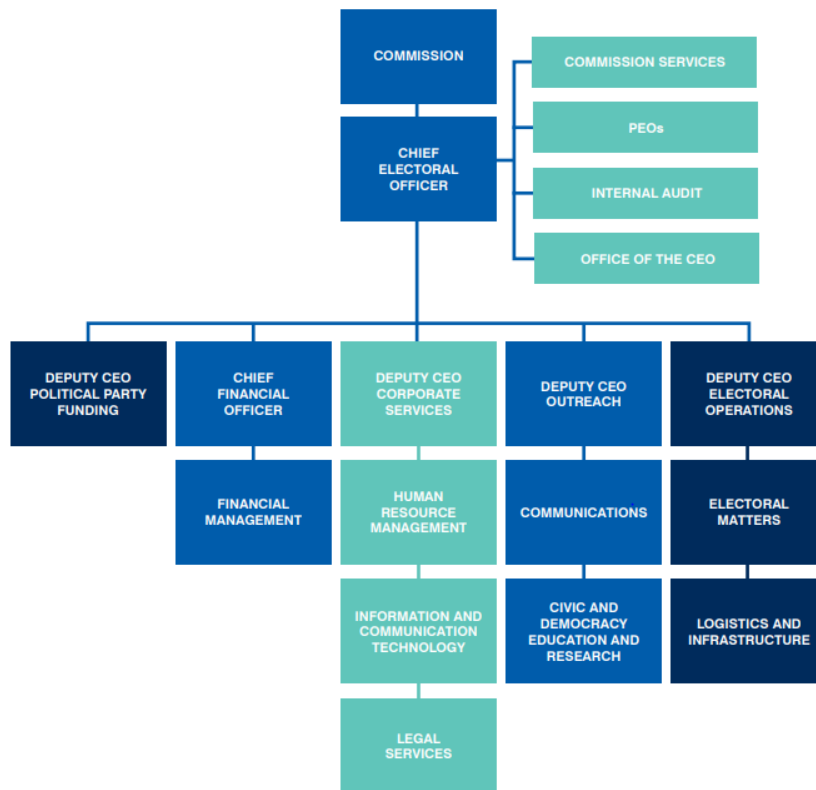


Figure 1 Electoral Commission Corporate Structure

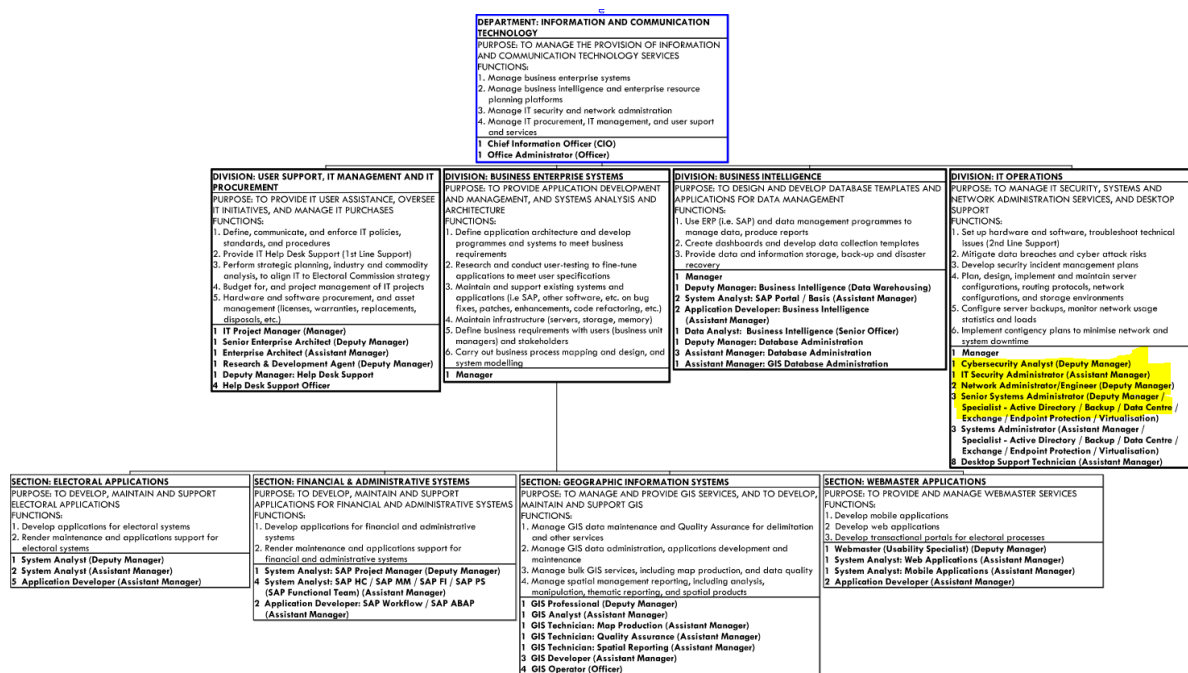


Figure 2 ICT Organizational Structure

22 Appendix G: Bid Evaluation Criteria

Bidders are advised to refer to Appendix G to ensure that they have addressed all critical bid requirements which will be used for assess the bids. Bidders are NOT expected to complete and submit this section.

22.1 Stage 1: Assessment of Bidder's Disclosure

All bids received will be evaluated and assessed in respect of the mandatory information provided in the Bidder's Disclosure (SBD4) as well as the register for restricted suppliers and tender defaulters.

Any potential issues that may arise or transgressions that may identified will be pursued in accordance with statutory obligations and requirements.

In this regard, the following must be noted:

- 22.1.1 The Electoral Commission must, as part of its supply chain management (SCM) processes, identify and manage all potential conflicts of interest and other disclosures made by a person participating in procurement process to enable the accounting officer or delegated authority to make informed decisions about the person participating in the SCM process.
- 22.1.2 As such, the Bidders Disclosure form, issued as Standard Bidding Document (SBD) 4, is attached herewith for all entities who participate in the bid process.
- 22.1.3 As part of the evaluation of the procurement process, the information provided by a person on the SBD4 form must be evaluated.
- 22.1.4 In so doing, it must be noted that if the bid evaluation establishes that:
 - (a) a person within the bidding entity is an employee of the State, the Electoral Commission's CEO must request the relevant accounting officer/accounting authority whether the person-
 - (i) Is prohibited from conducting business with the State in terms of Section 8 of the Public Administration Management Act, 2014; or
 - (ii) has permission to perform other remunerative work outside of their employment, where the PAMA does not apply to such employee;
 - (b) the conduct of a person constitutes a transgression of the Prevention and Combating of Corrupt Activities Act, 2004;
 - (c) the conduct of a person constitutes a transgression of the Competition Act, 1998, the conduct must be reported to the Competition Commission; and
 - (d) the conduct of a person must be dealt with in terms of the prescripts applicable to the Electoral Commission.

- 22.1.5 If it is established that a person has committed a transgression in terms of the above, or any other transgression of SCM prescripts, the bid may be rejected and the person may be restricted.
- 22.1.6 The Electoral Commission's CEO must inform National Treasury of any action taken against a person within 30 days of implementing the action.
- 22.1.7 During the bid evaluation process, the Electoral Commission must in addition to other due diligence measures, establish if a person is not listed in-
- (a) the Register of Tender Defaulters; and
 - (b) the list of restricted suppliers.
- 22.1.8 A bid related to a restricted bidder or tender defaulter shall be rejected.
- 22.1.9 The under-mentioned assessment criteria will be used to evaluate the elements relating to SBD4, CSD registration, tax compliance, restricted suppliers and tender defaulters:

	Assessment Criteria	Bidder Requirement (YES/NO)	Comments
1.	Bidder is registered on the National Treasury Central Supplier Database (CSD). *		
2.	Bidder is tax compliant. **		
3.	The bidder is not an employee of the state.		
4.	Having certified the SBD4, it is accepted that the bidder's conduct does not constitute a transgression of the Prevention and Combating of Corrupt Activities Act.		
5.	Having certified to the SBD4, it is accepted that the bidder's conduct does not constitute a transgression of the Competition Act.		
6.	The bidder is not a tender defaulter as per the register published on the National Treasury website.		
7.	The bidder is not a restricted supplier as per the register published on the National Treasury website.		

* No bid shall be accepted if a supplier is not registered on the National Treasury Central Supplier Database (CSD).

** A bidder must be tax compliant before a contract is awarded. A bid will be disqualified if the bidder's tax affairs remains non-compliant as per the provisions of National Treasury Instruction No 09 of 2017/2018 Tax Compliance Status Verification.

Annexure F – Bid Evaluation Criteria

Phase 2 – Key Qualifying Criteria

Failure to comply with any of the requirements below will result in the bid being disqualified

Company Name (Bidder):

No.	Description	Yes	No	Comments
1.	Bidder submitted a Target Operating Model (TOM) development approach/methodology/framework used by their organization for TOM Model design and execution as per 5.3			
2.	Bidder completed and submitted technical specification as per 5.2			
3.	The bidder has completed and submitted detailed pricing as per 7.2			
4.	The bidder has submitted a project plan aligned to the bidder's approach as per 5.4			
5.	Bidder submitted at least five (5) relevant contactable references as per 5.6			
6.	The bidder has indicated the level of experience in providing similar solutions 5.7			
7.	The bidder has supplied CVs of a Project Lead as well as a typical project resource as per 5.8			

Overall Phase 2 Outcomes:

Assessment Comments:

Bid qualifies for further consideration: (YES/NO):

Annexure E – Bid Evaluation Criteria

Phase 3 – Technical Evaluation.

Requirements		References	Indicate whichever is applicable		Comments
			Yes	No	
1.	The bidder has included an approach/methodology that touches on the following aspects at a minimum:	3.4			
2.	a) People	3.4			
3.	b) Technology	3.4			
4.	c) Service Management Model				
5.	d) Processes	3.4			
6.	e) Governance	3.4			
7.	The key steps in the approach/methodology include the following at a minimum:	3.2			
8.	a) Conduct a review of the current ICT environment, gathering information on the pain points	3.2			
9.	b) Assist the ICT department with its new vision, strategy and objectives guided by the successful bidder's detailed knowledge of operating methodology and the business technology and other new technologies available in the market.	3.2			
10.	c) Conduct a gap analysis through consultation with key stakeholders,	3.2			

Annexure E – Bid Evaluation Criteria					
Phase 3 – Technical Evaluation.					
Requirements		References	Indicate whichever is applicable		Comments
			Yes	No	
11.	d) Produce a roadmap and assist the ICT department with its execution	3.2			
12.	The outcomes of the TOM interventions include the following at a minimum:	3.9			
13.	a) Definition / Amendment of the identified vision and strategic objectives of the ICT department	3.9			
14.	b) People and Organization Structure – definition of roles and responsibilities	3.9			
15.	c) Identification of deficiencies, wastage, duplications and mitigations	3.9			
16.	d) Identification of the required governance structures and interventions	3.9			
Overall Phase 3 Outcomes:		<u>Assessment Comments:</u>			
		Bid qualifies for further consideration: (YES/NO):			

Annexure E – Bid Evaluation Criteria

Phase 4 – Technical Scoring

To qualify to the next phase of adjudication a bidder must score a minimum of 75% (70.5/94)

	Product Description	Available Score	Points Allocation	Actual Score	Comments
1.	The bidder has at least 5 years' experience (based on the company profile) in formulating and executing Target Operating Models?	5	a) More than 10 years (5 points) b) 8 -10 years (4 points) c) 5 – 7 years (3 points)		
2.	The bidder has experience in using Government Wide Enterprise Architecture Model (GWEA)	3	a) More than 5 projects (3 points) b) 3 – 5 projects (2 points) c) 1- 2 projects (1 point)		
3.	Bidder is ISO 27001 / NIST certified	2	a) ISO 27001 or NIST certified (2 points) b) No certification (0 points)		
4.	The bidder has experienced in using DPSA's IT Governance Framework	3	a) 5 or more projects (3 points) b) 3 – 5 projects (2 point) c) 1- 2 projects (1 point)		
5.	Project Lead proposed has 10+ years of experience in TOM execution	5	a) More than 15 years (5 points) b) 12 - 15 years (4 points) c) 10- 12 years (3 points)		
6.	Project Lead certifications	9	a) COBIT (3 points) b) ITIL (3 points) c) TOGAF (3 points)		
7.	Typical Project resource proposed has 5+ years of experience	5	a) More than 10 years (5 points) b) 8 - 10 (4 points) c) 5 - 7 (3 points)		

Annexure E – Bid Evaluation Criteria

Phase 4 – Technical Scoring

To qualify to the next phase of adjudication a bidder must score a minimum of 75% (70.5/94)

	Product Description	Available Score	Points Allocation	Actual Score	Comments
8.	Project Lead and/or Typical resource has understanding of Cloud, Artificial Intelligence, Data Analytics, Automation / Robotics, Business Process Management, DevOps	12	a) Cloud (2 points) b) DevOps (2 points) c) AI (2 points) d) Data Analytics (2 point) e) Automation / Robotics (2 points) f) Business Process Management (2 points)		
9.	Relevant Reference	50	References: a) Customer name = 1 point b) Contact Person = 1 point c) Email = 0.5 point d) Telephone = 0.5 point e) Physical address = 0.5 point f) Relevant Scope of Work = 3 points g) Number of resources on the project = 1 point. h) Project Duration = 1 point i) Government customer = 0.5 point j) Done in past 5 years = 1 point Total for references = maximum 10 points per reference (minimum 5 references required).		
	TOTAL:	94			

Annexure E – Bid Evaluation Criteria					
Phase 4 – Technical Scoring					
To qualify to the next phase of adjudication a bidder must score a minimum of 75% (70.5/94)					
	Product Description	Available Score	Points Allocation	Actual Score	Comments
	Overall Phase 4 Outcomes:	<u>Assessment Comments:</u>			
		Bid qualifies for further consideration (YES/NO):			

Phase 5 – Bid Evaluation Results

Only bids that comply with the requirements and conditions of the tender and that meet the minimum criteria in the bid evaluation process as stipulated above will be considered for bid adjudication purposes.

Acceptable bids must be market related.

This bid is deemed to not exceed R50 million including VAT.

Therefore, the 80/20 preference point system (PPPFA scoring) in terms of the Preferential Procurement Policy Framework Act, 2005 (PPPFA) and the Preferential Procurement Regulations, 2022 shall apply in the adjudication process of this tender where all acceptable bids received are below R50 million including VAT. Preference points will be allocated as follows:

B-BBEE Status Level of Contributor	Number of Points
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

23 Bid Evaluation Committee

	Committee Member's Name	Signature	Date
1			
2			
3			
4			
5			

Overall Adjudication Outcomes:
