

## **TERMS OF REFERENCE**

**BID NUMBER: RFB19/2022-2023**

**BID - Appointment of a Professional Service Provider to implement an integrated Case & Business Management System for the Competition Commission of South Africa**

## 1. BACKGROUND

- 1.1** The Competition Commission (Commission) is a statutory body constituted in terms of the Competition Act, No. 89 of 1998 (the Act). It is one of three, independent competition regulatory authorities established in terms of the Act, with the other two being the Competition Tribunal and the Competition Appeal Court. The Commission is empowered by the Competition Act to investigate, control, and evaluate restrictive business practices, abuse of dominant positions, mergers, undertake market inquiries and advocacy in order to achieve equity and efficiency in the South African economy.
- 1.2** CCSA is a public entity listed in schedule 3A of the Public Finance Management Act (PFMA) and acts in compliance with section 217 of the Constitution of South Africa and applicable Public Procurement Regulations and Prescripts.
- 1.3** The Commission's mandate is to provide all South Africans with equal opportunity to participate fairly in the national economy and to level the playing field for all firms, big and small, to compete fairly to create a more effective and efficient economy.
- 1.3.1 The Commission's 2020-2025 strategy identifies 3 (three) strategic goals which the Commission seeks to achieve in the next 5 (five) years, namely:
- 1.3.1.1 Effective competition Enforcement and Merger Regulation
  - 1.3.1.2 Strategic Collaboration and Advocacy
  - 1.3.1.3 A High-Performance Agency
- 1.4** In line with the key strategic initiative, the Commission seeks to develop a fully integrated, efficient, and adequate ICT environment to ensure effective functioning of the Commission in order to improve operational efficiency and to achieve the strategic goals.
- 1.5** Therefore, the CCSA is requiring a suitability qualified service provider to implement an integrated Case & Business Management System for the Competition Commission of South Africa.
- 1.6** In line with the key strategic initiative, the Commission seeks to develop a fully integrated, efficient, and adequate ICT environment to ensure effective functioning of the Commission in order to improve operational efficiency and to achieve the strategic goals.



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## **2. SITUATION ANALYSIS**

**2.1** The current ICT environment is disparate and there is lack of integration within the systems and is fraught with manual user interventions and management lacks full insight into the organisation due to lack of integrated business information.

**2.2** The Competition Commission currently owns and operates ERP related systems covering the following business functional domains:

- 2.2.1 Case Management System
- 2.2.2 Knowledge Management System
- 2.2.3 Financial Management
- 2.2.4 Supply Chain Management
- 2.2.5 Human Resource Management
- 2.2.6 Payroll

**2.3** The Commission would like to appoint a service provider to develop and implement an Integrated Case & Business Management System that will facilitate and promote integration to Commission's business value chain. The development and implementation of an Integrated Case & Business Management System will also ensure improvements in the business processes of the Commission and will streamline operations and further improve productivity and improvement in the overall delivery of the Commission's mandate.

**2.4** The objective of the RFP is to invite suitably qualified business entities to submit proposals for the rendering of services for the development and implementation of the ICMS. The appointed service provider will be required to perform the following:

- 2.4.1 Work with the Project Management Office (PMO) to manage the development and implementation of the Integrated Case & Business Management System.
- 2.4.2 Deployment of technical resources through the PMO for the development and implementation of the Integrated Case & Business Management System.
- 2.4.3 Work as part of the Project Management team and deliver tasks and assignments.
- 2.4.4 Work closely with the Commission's IT Team, Steering Committee established for the ICMS project and the Executive Management Committee.
- 2.4.5 Develop an integrated Case & Business Management system set out in the detailed technical specification. (Section 11 of this document)



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### 3. THE COMPETITION COMMISSION DIVISIONS

- 3.1 The Commission has nine divisions which comprises the following operational and support business units, with information system needs:



- 3.2 The Corporate Services division has the following business units:

- 3.2.1 Human Capital
- 3.2.2 Information Technology
- 3.2.3 Registry
- 3.2.4 Security & Facility
- 3.2.5 Information Resource

### 4. EXPECTED OUTPUTS AND DELIVERABLES

- 4.1 Prepare a detailed project plan based on the deliverables and timelines.
- 4.2 Development of the system as per the Terms of reference.
- 4.3 Effectively migrate data from existing systems to the new system.
- 4.4 Reduce duplication of processes.
- 4.5 Business intelligence reporting tools.
- 4.6 Design and manage all the phases testing of the software.
- 4.7 System Implementation: Successfully implement the application modules.
- 4.8 Facilitate knowledge transfer to designated users, so they are equipped to:
  - 4.8.1 Prepare a workflow diagram connecting all modules.



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- 4.8.2 Provide application support.
- 4.8.3 Conduct acceptance testing.
- 4.8.4 Provide training to the employees.

**4.9** Provide weekly updates on development progress.

**4.10** Prepare final report (software programme documentation, operation documentation and user guides).

## **5. THE SERVICE PROVIDER**

**5.1** Service Provider Requirements:

- 5.1.1 Certified Business Partner. (OEM)
- 5.1.2 Staff with certified or proven skills for the implementation, support, and maintenance of the proposed software.
- 5.1.3 Staff with advanced database and applications skills.

NB: The potential bidder must be able to produce such certifications and credentials of their project team.

**5.2** Bid proposals must be:

- 5.2.1 \*Properly bound (not stapled),
- 5.2.2 \*\*Clearly numbered and
- 5.2.3 \*\*\*Divided and indexed.

## **6. THE TECHNOLOGY PROPOSED**

**6.1** The service provider must propose options for on-premises and cloud solutions with clear pros and cons on the implementation, data migration and use of both versions of the solution.

## **7. EXCLUSIONS**

**7.1** Hardware required for the project.



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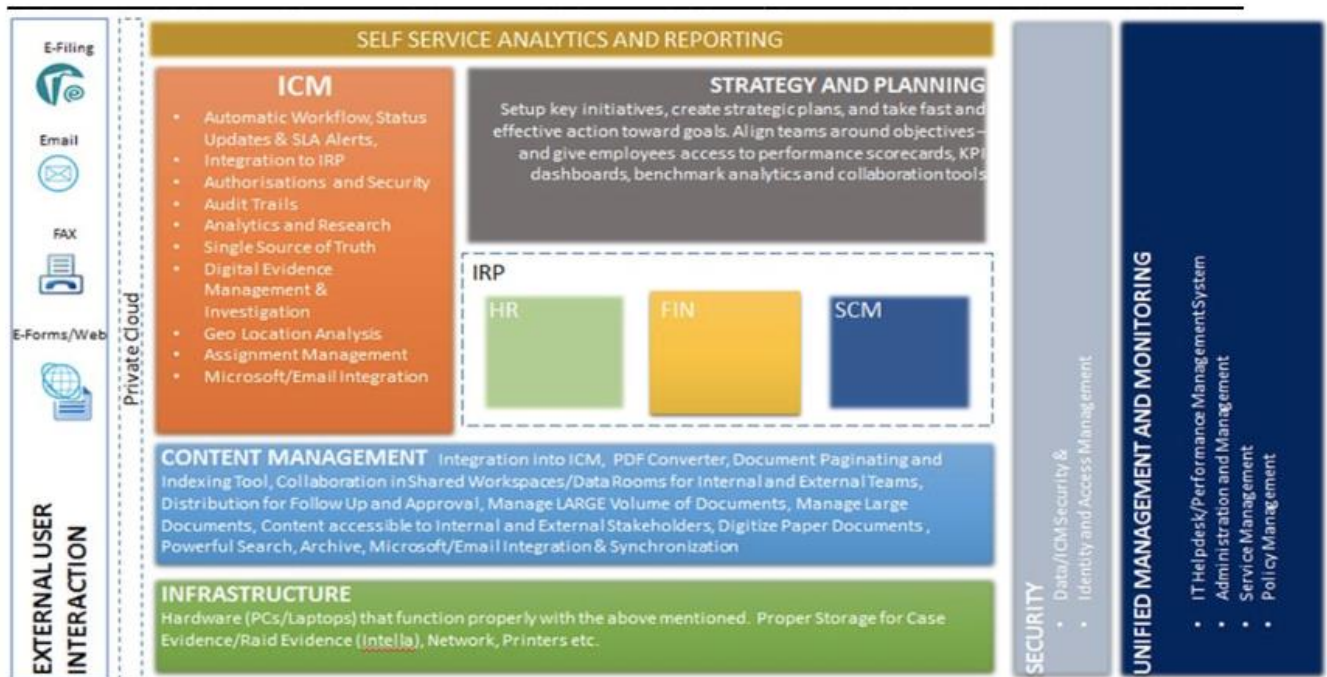
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## 8. SCOPE OF WORK

- 8.1 The following diagram illustrates the conceptual architecture of the overall ICMB Solution, in its context:



- 8.2 The ICMBs is a seamless fully integrated and secure business system application with minimum customisation. It consists of:

- 8.2.1 Primary modules providing functionality that will meet the requirement for Case Management and Business Management system that integrates with HR & Finance solutions.
- 8.2.2 User Interface Layer – the presentation of the ICMB Solution on user devices; and
- 8.2.3 Technical Components - consists of the all the related supporting modules that are required to provide a fully operational, integrated, and secure ICMB Solution.
- 8.2.4 These functionalities will include Identity and Access Management, Security Management, Workflow, Master Data, Application Server, Web Server, and Web Service Layer (Integration Services) and Application Administration.

- 8.3 The Development, Support and System Management Tools are required to manage the end-to-end delivery and operation of the ICMBs Solution and Hosting Solution. The Hosting Solution consisting of platform (server-side and storage-side hosting hardware components with related software, such as operating system and virtual platform) and Relational Database Management System.



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- 8.4** Supply, Implementation, and commissioning of a seamless, fully integrated, and secure Integrated Case and Business Management System, consisting of an Investigative Case Management System, Knowledge Management System (Content Management System) fully integrated with existing Finance, Supply Chain Management (SCM) and Human Capital Management (HCM).
- 8.5** Provision of Hosting Solution specifications only inclusive of infrastructure and platforms required for the ICMBS Solution to be operationalised. This also includes the operating system, database management system, application servers, web servers and database servers.
- 8.6** Provision of services related to the ICMBS Solution, including services to ensure that the ICMBS Solution is rendered fully installed, implemented and operational.

## 9. TECHNOCAL SPECIFICATION

NB: Bidders must indicate Yes/No in the bidder's response column

### 9.1 Case Initiation and Registration

Ref	Components	Requirements	Bidders Response
9.1.1	<b>Case Initiation (Omni Channel)</b>	• Able to initiate cases	
		• Able to design and customize workflows of case initiation processes	
		• Able to track case activities and status	
		• Able to allocate and escalate cases to other areas	
		• Able to integrate with Document Management Systems	
		• Able to access, download, sign and upload case forms/documents	
9.1.2	<b>Case Registration</b>	• Provide full case management capabilities	
		• Able to capture and list cases by different categories and types	





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		<ul style="list-style-type: none"> <li>• Able to integrate with other case related systems.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to create and register different cases from list of case types and scalability.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to handle non-case administrative processes and related documents</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to provide mandatory and optional case fields</li> </ul>	
9.1.3	<b>Management of Cases</b>	<ul style="list-style-type: none"> <li>• Provide record management capabilities – Retention, disposal, archiving of documents notifications and reminders.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to transfer cases from one division to other</li> </ul>	
9.1.4	<b>Non-case documents administration</b>	<ul style="list-style-type: none"> <li>• Provide documents and records retention scheduling capabilities.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to provide disposal notifiers integrated to emails and calendar.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to archive records</li> </ul>	
		<ul style="list-style-type: none"> <li>• Provide reminder notifications to divisional users</li> </ul>	

## 9.2 Litigation

Ref	Components	Requirements	Bidders Response
9.2.1	<b>Litigation</b>	<ul style="list-style-type: none"> <li>• Able to capture key identification case details: case name, case number, case type, case date, case status, case category</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to track status of cases</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to search, filter, sort and assign cases by various categories</li> </ul>	





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		• Able to generate/export, upload, download reports and documents	
		• Able to track and manage litigation costs per case type	
		• Able to perform analytical capabilities: search for documents by specific and combined filters/categories and draw reports	
		• Able to diarize cases (automated notices and reminders)	
		• Able to create/generate new records with volumes (e.g. Vol 1-10) for the court and cross reference transcripts and documents across various volumes.	
		• Able to manage case log	

### 9.3 Case Screening

Ref	Components	Requirements	Bidders Response
9.3.1	<b>Case Screening and Referral</b>		
		• Able to integrate with other applications from other divisions. i.e. Case Management, Knowledge Management, Registry	
		• Able to integrate with document management system for uploading, downloading, and linking case records, files, and documents to specific cases	
		• Able to communicate notifications about cases lodged due for screening	
		• Able to allocate cases to various role players and change allocations	



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		<ul style="list-style-type: none"> <li>• Able to escalate, recommend, refer, accept, or reject cases and capture decisions against cases</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to capture and link cases to investigators</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to manage case key performance indicators</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to generate, export/download case reports</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to track and manage case timelines (statutory and internal) and status in line with prescribed timelines</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to manage workflow for screening and closing cases. i.e. ensure adherence to all process steps and required documents per stage of each process</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to report on key case events and their respective dates for overall case KPI management and auditing purposes.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to allocate cases (forward) to other divisions for further investigation</li> </ul>	

#### 9.4 Market Conduct

Ref	Components	Requirements	Bidders Response
9.4.1	<b>Market Conduct</b>	<ul style="list-style-type: none"> <li>• Integration and Automation of Information captured by other divisions</li> </ul>	
		<ul style="list-style-type: none"> <li>• Provide centralised source of information management and reporting</li> </ul>	
		<ul style="list-style-type: none"> <li>• Provide automated tracking of cases and notifications</li> </ul>	
		<ul style="list-style-type: none"> <li>• Provide data storage capability for large amounts of data</li> </ul>	
		<ul style="list-style-type: none"> <li>• Provide integrated authorisations, escalations, and approvals with other divisional systems</li> </ul>	
		<ul style="list-style-type: none"> <li>• Allow for end-to-end integrated case management (initiation, registration, screening, investigation, reporting)</li> </ul>	
		<ul style="list-style-type: none"> <li>• Enable case management progress tracking and life-cycle management</li> </ul>	



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		<ul style="list-style-type: none"> <li>• Provide calendar and email notifications about cases</li> </ul>	
		<ul style="list-style-type: none"> <li>• Provide integrated case transfer capability between various divisions. i.e. Screening, Cartels. etc.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to transfer cases to other divisions</li> </ul>	

## 9.5 Strategy and Planning

Ref	Module	Requirements	Bidders Response
9.5.1	<b>Annual Performance Plan</b>		
		<ul style="list-style-type: none"> <li>• Able to set an annual performance plan with key objectives and milestones to be achieved</li> </ul>	
		<ul style="list-style-type: none"> <li>• Manage input reminders to different stakeholders / divisions</li> </ul>	
		<ul style="list-style-type: none"> <li>• Allow for developing, customising, capture, monitor and managing performance plans</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to prompt stakeholders to upload relevant evidence on each APP (Annual Performance Plan) objective. e.g. Affidavits, EXCO meeting minutes, Referral docs.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Manage integrated tracking of APP objectives and milestones and report on them (monthly, quarterly, and annually)</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to provide Notifications &amp; reminders for reports generation</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to consolidate project reports from various divisions monthly, quarterly, and annually and upon completion</li> </ul>	
		<ul style="list-style-type: none"> <li>• Allow for tracked and integrated changes on project reports</li> </ul>	
9.5.2	<b>Institutional Annual Business Plans</b>	<ul style="list-style-type: none"> <li>• Able to set (Capture/Load/) an annual business plan with key objectives and milestones to be achieved</li> </ul>	
		<ul style="list-style-type: none"> <li>• Manage input reminders to different stakeholders/ divisions.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to prompt stakeholders to upload relevant evidence on each ABP (Annual business plan) objective. e.g. case pipeline</li> </ul>	
		<ul style="list-style-type: none"> <li>• Allow for continual updates of business plans by various divisions</li> </ul>	



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		<ul style="list-style-type: none"> <li>• Manage tracking of ABP objectives and milestones (monthly, quarterly, and annually)</li> </ul>	
9.5.3	<b>Joint Indicators</b>	<ul style="list-style-type: none"> <li>• Able to Incorporate Joint indicators to APP's and other related objectives</li> <li>• Manage input reminders to different stakeholders/ divisions</li> <li>• Able to track, monitor and manage joint indicator performance targets across divisions (monthly, quarterly, annually)</li> <li>• Able to prompt stakeholders to upload relevant evidence on each Joint indicator's objective. e.g. Budgets, Investments.</li> <li>• Generate performance reports on joint indicators</li> </ul>	
9.5.4	<b>Case Pipeline</b>	<ul style="list-style-type: none"> <li>• Manage major projects of the institution's pipeline</li> <li>• Able to provide continuous timeline reports on projects and cases (Manage Project Plan &amp; Reporting)</li> </ul>	

## 9.6 Policy and Stakeholder Relations

Ref	Components	Requirements	Bidders Response
9.6.1	<b>Document management</b>	<ul style="list-style-type: none"> <li>• Able to manage storage of documents on a centralized storage management system</li> <li>• Able to do collaborate on documents</li> <li>• Able to Create default folder structures to enable users to follow policy and stakeholder relation processes.</li> </ul>	



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		<ul style="list-style-type: none"> <li>• Able to manage storage of data over a period, documents must have meta data in order to enable streamlined cataloging of documents e.g., project name, year. (Data kept in perpetuity)</li> </ul>	
9.6.2	<b>Case management</b>	<ul style="list-style-type: none"> <li>• Able to assign existing cases to the policy and stakeholder relation team.</li> <li>• Ability to create and edit cases</li> <li>• Able to create advocacy cases, which will include plans and milestones.</li> <li>• Ability to set reminders on milestone that are approaching on advocacy cases.</li> </ul>	

## 9.7 Mergers Requirements

Ref	Components	Requirements	Bidders Response
9.7.1	<b>Merger Case Management</b>	<ul style="list-style-type: none"> <li>• Provide automated notifications about cases captured an assigned to mergers</li> <li>• Able to Assign case various role players through the system</li> <li>• Able to track and monitor timelines on cases assigned and handled by various divisions</li> <li>• Able to send automated emails and reminders about cases progress reports</li> <li>• Able to review, escalate, recommend, and approve cases</li> <li>• Automated case reports generation and submission to various commission internal stakeholders</li> <li>• Provide the integration of case conditions linked directly to specific cases</li> <li>• Provide capability to require declaration of conflict of interest by users each time cases are accessed</li> <li>• Provide declaration page indicating logs of people involved on cases</li> <li>• Able to build, manage and generate/export case records</li> <li>• Able to automate management and calculation of Case Turn-Around Times on the system excluding day of Filing and holidays</li> <li>• Provide capability to change divisional reporting lines by divisional heads</li> </ul>	



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		<ul style="list-style-type: none"> <li>• Able to run queries and pull records/documents based on specific queries and details per case</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to extend case due date</li> </ul>	
9.7.2	<b>Automated Case Reminders</b>	<ul style="list-style-type: none"> <li>• <b>Small and Intermediate Cases:</b></li> </ul>	
		- System reminder to analyst and DA at Day 15	
		- If not extended, escalate to DM on Day 18	
		<ul style="list-style-type: none"> <li>• <b>Large Cases:</b></li> </ul>	
		○ System reminder to analyst and DA at Day 30	
		○ System reminder to analyst and Da Day 35	
		○ If not extended, escalate to DM on Day 38	
		<ul style="list-style-type: none"> <li>• <b>After day 40, for each of the 15-day periods:</b></li> </ul>	
		○ System reminder to analyst and DA at Day 10	
		○ If not extended, escalate to DM on Day 12	
9.7.3	<b>Reporting</b>	<b>Able to Generate Reports on the following:</b>	
		<ul style="list-style-type: none"> <li>• Number of mergers by size, complexity and decision for all analysts, for specific analysts, and for all time periods (current financial year, previous financial years, all records)</li> </ul>	
		<ul style="list-style-type: none"> <li>• Turnaround times – how long it took to allocate a case, how long it took to submit the draft to the principal, to submit the draft to the Manager, and to finalise the case (either refer to the Tribunal) or to issues Reasons for Decision</li> </ul>	
		<ul style="list-style-type: none"> <li>• Conditions: type of conditions, due date for next compliance report, update on compliance (in progress, completed etc)</li> </ul>	
		<ul style="list-style-type: none"> <li>• Report which identifies gaps on the system. For example, it must indicate whether people have not uploaded their reports or other documents.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Generate analysis reports on given indicators, such as finalised reports, incomplete reports, outstanding attachments, etc.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Able to track and generate reports on hours spent per case per individual</li> </ul>	



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## 9.8 Technology Requirements

Ref	Components	Requirements	Bidders Response
9.8.1	<b>General</b>		
		• The bidder should provide the system architecture they intend to provide.	
		• The bidder should list the components (name and version) of the proposed system architecture	
		• The system should have the ability to convert and migrate historical information from existing systems.	
		• The system should have the ability to leverage productivity tools used by the Competition Commission such as Microsoft Office where appropriate and utilise MS Outlook for email notifications and calendar integration for appropriate events.	
		• The system should provide a minimum of 99.9% uptime excluding scheduled maintenance.	
		• The system should provide an Application Programming Interface (API) to allow for integration and facilitate data transmission and exchanges with third party systems.	
		• The system should support and be compliant with Service Oriented Architecture (SOA).	
		• The system should automatically log off an inactive user after a specified period of time, determined and controlled by the system administrator.	
		• The system should allow records to be exported to another system.	
		• The system should allow for records to be purged in compliance with a retention schedule and provisions of the Protection of Personal Information Act (POPIA).	
9.8.2	<b>System</b>	• The system should have the ability to integrate with the current Identity and Access Management (IAM) system used by the Commission (MS Active Directory).	
		• The system should have role-based access control (RBAC) allowing users to be assigned different roles.	
		• The system Administrator must be able to add, change, and cancel permissions for the system access at any time.	





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		<ul style="list-style-type: none"> <li>• The system administrators should have the ability to grant specific users with certain administrative rights such as granting access rights/permissions to other users.</li> <li>• The system should allow access/security configuration settings by division including giving access rights to specific records and functions of the system.</li> <li>• The system should provide adequate security functions to handle web-based transactions without compromising the integrity of the system.</li> <li>• The system should have the ability to have user groups. A user could belong to more than one group. Privileges should be defined at user level and at group level.</li> <li>• The system should have the ability to cancel inactive accounts with pre-set expiration days or after a number of days.</li> <li>• The system should have the ability to support automated logout of users based on specified inactivity and idle timeout periods.</li> <li>• The system should have the ability to specify the amount of time before a user session times out.</li> <li>• The system should have adequate security features to restrict changes to records based on defined criteria (e.g., stage in workflow) with override capabilities.</li> <li>• The system should have the ability to prevent users from permanently deleting records and instead make them inactive or hidden, e.g., this allows the removal of records created in error, the ability to undo deletions, and maintains an audit trail.</li> <li>• The system should provide a Recovery Point Objective (RPO) of 1 hour and a Recovery Time Objective (RTO) of 1 Hour.</li> <li>• The bidders need to demonstrate how the system was designed for high availability in addition to showing how the system supports mission-critical business applications with minimal downtime.</li> <li>• The system should be able to scale in both performance capacity, incremental data volume growth and number of concurrent users.</li> <li>• The system should be platform / Operating System agnostic.</li> <li>• The Bidder should describe the licensing model offered by the system.</li> </ul>	
9.8.3	<b>Security</b>	<ul style="list-style-type: none"> <li>• The system should have the ability to support system administration for end-user management to assign role-based security access rights (e.g., add, delete, change, modify access levels and groups).</li> </ul>	



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		<ul style="list-style-type: none"> <li>• The system should have the ability to integrate with single sign on (SSO).</li> <li>• The system should support multi-factor authentication (MFA).</li> <li>• The system should have the ability to use encrypted communication (e.g., TLS, SSL) for all application functions, including traffic between application tiers.</li> <li>• The system should provide access to audit trails for authorised users based upon the user's security profile.</li> <li>• The bidder should describe how they intend to support vulnerability scanning.</li> <li>• The bidder should describe how they would handle patching for the proposed system.</li> </ul>	
9.8.4	<b>Licensing</b>	<ul style="list-style-type: none"> <li>• The system licenses shall include operating systems, application user, databases, and middleware.</li> <li>• The proposed licensing fees must outline itemised quotation for each module</li> <li>• The system must handle at least 270 users, of which licenses shall be broken down to different divisional user types per business requirements.</li> <li>• 250 Case Management/ Content Management users</li> <li>• Two Application developers</li> <li>• Bidders to use the above information to determine the optimal number of licenses required for each of the proposed modules in the solution.</li> <li>• The bidder to specify the licensing scheme for all license types specified above.</li> </ul>	
9.8.5	<b>Data</b>	<ul style="list-style-type: none"> <li>• The system should use database best practices for table indexing to optimize system performance.</li> <li>• The system should use human-readable table and column names to support ad-hoc queries and reporting.</li> <li>• The data needs not to be in a proprietary format and can be queried and extracted using standard tool.</li> <li>• The system should provide a centralised data dictionary that fully describes table structure and appropriate levels of metadata.</li> <li>• The system should provide data encryption at rest and in transit.</li> </ul>	
9.8.6	<b>Hardware / Hosting</b>	<ul style="list-style-type: none"> <li>• The system should have the ability to support sufficient hardware infrastructure for high availability, load tolerance, real-time failover, and integration with a disaster recovery infrastructure including, but not limited to server configuration, central data storage configuration (SAN), and network configuration.</li> </ul>	



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		<ul style="list-style-type: none"> <li>• The system should have the ability to support additional non-production environments for development, disaster recovery, test/staging, and training.</li> <li>• The system should support cloud Backup and Recovery solutions including the ability to back up the database while in use.</li> <li>• The bidder needs to indicate which deployment model the proposed system will use (i.e. Cloud, On-Prem, Hybrid) and give pros and cons of the such deployment.</li> <li>• The system should have the ability to refresh the training environment from production using a utility to migrate setup from one environment to another.</li> </ul>	
9.8.7	<b>User Interface / User Experience (UI/UX)</b>	<ul style="list-style-type: none"> <li>• The system should give the ability to perform operations on multiple records at the same time from one screen/view, such as updating the same field in every record or for a specified group of records.</li> <li>• The system should have the ability to provide contextual help within the user interface, allowing quick access to point-by-point instructions to describe tasks or functions for selected fields or actions performed as well as the full user manual.</li> <li>• The system should have the ability to standardise data collection for fields via pull-down lists to simplify data entry and ensure data consistency.</li> <li>• The system should have the ability to display historical information related to records such as a case, project or other record type, which is viewable by authorised staff.</li> <li>• The system should have the ability to have both public and private notes associated with records.</li> <li>• The system should provide for easy navigation to view, create or modify records from anywhere within system.</li> <li>• The system should support the export of data in a format (access, excel, tab delimited, html, etc.) that can be imported and analysed using statistical analysis software.</li> <li>• The system should require user confirmation for operations that result in the deletion of any system record, or function that was created by that user. Records should be marked as inactive, and an audit trail should exist.</li> </ul>	
9.8.8	<b>Interface / Integration</b>	<ul style="list-style-type: none"> <li>• The system should have the ability to integrate/interact with standard Microsoft Office products, including Word, Excel, Access, and SharePoint.</li> </ul>	



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		<ul style="list-style-type: none"> <li>• The system should have the ability to integrate with Document and Business Process Management Systems such as SharePoint, K2 Black pearl, etc</li> <li>• The system should have the ability to integrate with an SMS gateway.</li> </ul>	
9.8.9	<b>Training / Documentation</b>	<ul style="list-style-type: none"> <li>• The bidder should have ability to provide Comp Com technical staff with thorough hands-on training and written documentation for system installation, setup, and configuration.</li> <li>• The bidder should have the ability to provide hands-on training sessions based on application and functional content (functional division/job function), so users are able to attend only training sessions needed for their specific job function.</li> <li>• The bidder should provide training to key users including trainers and business users.</li> <li>• The training curriculum shall adhere to that provided for in the business functional requirements</li> <li>• In-person trainings for system admins should be provided at an accredited centre.</li> <li>• The bidder should provide all documentation including but not limited to the following: <ul style="list-style-type: none"> <li>o System Architecture and Design</li> <li>o User and technical manuals</li> <li>o Training manuals</li> </ul> </li> <li>• The bidder should provide Skills and Knowledge transfer to the users by the completion of the implementation. The approach to be used needs to form part of the proposal.</li> </ul>	
9.8.10	<b>Support</b>	<ul style="list-style-type: none"> <li>• The bidder should provide a Technical Support Desk available minimally during normal business hours, with the possibility to add after hours support as needed (i.e., during an upgrade or maintenance period).</li> <li>• The bidder should provide a regularly updated comprehensive user and administrative manuals and documentation.</li> <li>• The bidder should have the ability to prioritize and escalate issue and bug resolution.</li> <li>• The bidder should provide the ability for customer to search a Knowledge Base to access system troubleshooting info, white papers, frequently asked questions, etc.</li> </ul>	



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9.8.11	<b>Reporting</b>	<ul style="list-style-type: none"> <li>• The reports should provide the ability to exports in formats that can be further manipulated by multiple third-party. applications such as PDF, Excel or CSV.</li> </ul>	
		<ul style="list-style-type: none"> <li>• The system should provide the ability to clone reports and then modify copies of any standard reports that may come with the application.</li> </ul>	
		<ul style="list-style-type: none"> <li>• The system should provide the ability to generate reports filtering on any combination of system data fields as needed with grouping options.</li> </ul>	
		<ul style="list-style-type: none"> <li>• The system should have the ability to report on information that has been passed from an interface/integration.</li> </ul>	
		<ul style="list-style-type: none"> <li>• The system should have the ability to schedule batch reports and have them automatically emailed.</li> </ul>	
		<ul style="list-style-type: none"> <li>• The system should be able to integrate with other popular business management tools like SharePoint, Microsoft 365, and Dynamics 365, as well as other non-Microsoft products like Spark, Hadoop, Google Analytics, SAP, Salesforce etc.</li> </ul>	
9.8.12	<b>Monitoring</b>	<ul style="list-style-type: none"> <li>• The system should give the ability to detect and analyse issues across the application and its dependencies.</li> </ul>	
		<ul style="list-style-type: none"> <li>• The system should give application and database alerts.</li> </ul>	
		<ul style="list-style-type: none"> <li>• The system should support operations at scale through automated response and smart alerts.</li> </ul>	
9.8.13	<b>Installation / Enhancement / Upgrade</b>	<ul style="list-style-type: none"> <li>• The platform should be able to scale in both performance capacity, incremental data volume growth and number of concurrent user.</li> </ul>	
		<ul style="list-style-type: none"> <li>• The bidder should specify policy on future upgrades and product release and explain their product lifecycle management with product-technology roadmap for the next 5 year</li> </ul>	
9.8.14	<b>Auditing</b>	<ul style="list-style-type: none"> <li>• The system should have a complete audit trail of all transactions (add, edit and delete) using transaction log reports, so that errors in data (intentional or otherwise) can be traced and reversed.</li> <li>• Users should be granted access to information, data, devices, processes/daemons, audit files and software on a "need to know" basis.</li> <li>• The system should allow controlling actions and access to resources of all users including privileged accounts such as root / administrator.</li> </ul>	

## **10. INTEGRITY AND CONFLICT OF INTEREST**

- 10.1** The successful bidder will be required to demonstrate the highest level of integrity and diligence in performing all professional assignments and will accept only assignments for which there is a reasonable expectation that such assignments will be completed with professional competence.
- 10.2** The successful bidder will be required to conduct the assignment and compile the required reports with the utmost integrity, honesty and collect sufficient, appropriate evidence to ensure that the ultimate enterprise architecture will assist the Commission to achieve its ERP system objectives.
- 10.3** The successful bidder will be expected to conclude and sign a confidentiality agreement in order to protect the information of the Commission and its business processes.

## **11. INTELLECTUAL PROPERTY**

- 11.1** The Competition Commission will take ownership of any reports, any work and other intellectual property that will arise out of this project.

## **12. PROJECT MANAGEMENT**

- 12.1** The appointed bidder shall be given instructions by or shall report to the Divisional Manager - Corporate Services or any delegated official including the Project Management Office.

## **13. PROJECT PRICING**

- 13.1** Bidders are required to complete a pricing schedule for all costs that will apply throughout the agreement lifecycle. The bidder's proposal must set out all pricing assumptions, including the applicable taxes, exchange rates, escalations, and the like.
- 13.2** To facilitate like-for-like comparison, bidders must submit pricing reflecting all the needs of the Commission as detailed in the specification/ TOR) section 10 of the bid document or indicative of the pricing schedule below.
- 13.3** Should the bidder not quote a firm price in the proposal, the bidder must provide a suitable and simple escalation formula to determine how their prices will be escalated. If the Commission accepts any bidder's proposal, then the escalation rates or formula shall not be binding on the Commission and shall be subject to negotiation.



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- 13.4** Bidders must submit a pricing schedule in which they set out the total cost breakdown of the prices they have quoted in their proposals (all costs inclusive).
- 13.5** Please note: A detailed pricing schedule must be submitted for each function priced, giving detail for the price quoted and /or escalations for the full duration of the project.
- 13.6** Bidders must ensure that the pricing schedule is aligned to the detailed scope of work and proposal submitted to the Commission.

No	Description of the function	Year 1	Year 2	Year 3	Total Bid Price
1	Licenses – Client access licensing for each module must be quoted per user.				
2	Implementation, design & customisation as per the detailed technical specs –Fixed amount				
3	Initial upgrade and migration of data – Fixed amount				
4	Support and training for twelve months – Fixed amount				
	Maintenance - The pricing structure should be a monthly billing for a fixed number of hours.				
<b>Total</b>					

#### **14. TIMEFRAMES**

The duration of the contract will be for period of 12 months from appointment and support & maintenance period will be two (2) years subject to performance reviews

#### **15. CONTRACTUAL OBLIGATION**

- 15.1** Bidders to fully complete SBD 3.3 including all applicable costs.
- 15.2** In the case of the service provider using sub-contractors, the former will be responsible for ensuring delivery of services from any such sub-contractors and for making any payments to such sub-contractors.
- 15.3 Bidder will be subjected to annual review in terms of measuring satisfactory performance.**
- 15.4** The successful bidder will be required to have adequate professional indemnity as well as liability insurance in place **(upon parties contracting)**
- 15.5** The bidding process is in accordance with the criteria set out in the Commission's Supply Chain Management Policy and Preferential Procurement Policy, in accordance with the provisions set out in the Preferential Policy Framework Act of 2000.





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**15.6** Bidders are also required to take all reasonable steps to protect information, in line with the provisions of the POPIA 4 of 2014.

## **16. ABSENCE OF OBLIGATION & CONFIDENTIALITY**

**16.1** No legal or other obligation shall arise between the service provider and CCSA unless/until both parties have signed a formal contract or Service Level Agreement in place.

**16.2** The Contract site is at **CCSA (as and when required)**.

## **17. WORKMEN AND SUPERVISION ON SITE**

**17.1** The service provider shall be held responsible for the conduct of his employees and the conduct of his sub-contractor's employees for the full duration of the contract.

## **18. ADMINISTRATIVE CRITERIA (Phase 1)**

**18.1** Proof of registration on CSD (*Central Supplier Database*)

**18.2** *Fully completed and signed GCC, SBD 1, SBD 3.3/3.1, SBD 4, and SBD 6.1*

## **19. EVALUATION CRITERIA**

**19.1** Responses will be evaluated using a predetermined set of evaluation criteria. The evaluation criteria is designed to reflect the Commission's requirements in terms of identifying a suitable service provider and ensure the selection process is transparent and affords all the bidders a fair opportunity for evaluation and selection.

### **19.2 Functional Evaluation threshold (Stage 2: Technical Evaluation)**

11.2.1 Bidders must indicate compliance or non-compliance and refer to page numbers in their bid document, in the evidence of compliance column (bidders must be ready to demonstrate these through presentations) with the specification tabled below aligned to the Scope of Work listed in section 9 of the bid document (evidence of compliance must be submitted with the bid). Where customization is required, bidder must indicate.



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11.2.2 The tender submission will be evaluated on technical evaluation out of a **minimum of 70 points – any bidder who scores less than 68** will not be considered for further evaluation (competency evaluation stage 3), **maximum score is 70.**

No.	Technical KPAs	Points allocated	Comply/not comply	Evidence of compliance
1	<b>Case management (Expand to table 11.1 above)</b> <ul style="list-style-type: none"> <li>Case creation\initiation</li> <li>Records Management</li> <li>Document management</li> <li>Automation</li> <li>Report Approvals</li> <li>Case screening</li> <li>Track case cost</li> <li>Investigation</li> <li>Escalations</li> <li>Collaboration</li> <li>Reminders</li> <li>Due date extension</li> <li>Litigation</li> <li>Reporting</li> </ul>	40 3  3  3 3 2 3 3 2 3 3 2 2 3 4 3		
	<b>Total</b>	<b>40</b>		
	<b>Minimum threshold</b>	<b>40</b>		
2	<b>Strategy &amp; Planning</b>	10		
	<b>Total</b>	<b>10</b>		
	<b>Minimum threshold</b>	<b>10</b>		
3	<b>System Integration (Technology Requirements) Expand on table 11.8</b>	10		
	<b>Total</b>	<b>10</b>		



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No.	Technical KPAs	Points allocated	Comply/not comply	Evidence of compliance
	<b>Minimum threshold</b>	<b>10</b>		
<b>4.</b>	<b>Proposed implementation plan</b>			
4.1.	Data migration and conversions	5.00		
4.2.	Report development	1.00		
4.3.	Systems, resource and end user training – all end user training will be performed on site and/or virtual, by the bidder. Describe training approach and timelines	2.00		
4.4.	Change management approach	1.00		
4.5.	On-going support services	1.00		
	<b>Total</b>	<b>10.00</b>		
	<b>Minimum threshold</b>	<b>8.00</b>		
	<b>Total for technical evaluation</b>	<b>70.00</b>		
	<b>Minimum threshold</b>	<b>68.00</b>		

### 19.3 Stage 3: Competence Evaluation:

The evaluation is based on competency evaluation, which will be evaluated using the following criteria and points:

No.	Competency KPAs	Points allocated	Comply/not comply	Evidence of compliance
<b>1.</b>	<b>Company experience and reference letters</b>	<b>10</b>		
	The Potential bidders must provide at least three (3) reference letters from contactable clients (excluding The Commission) for the provision, management, and maintenance of CBMS systems). Letters must not be older than 5 years.			
	The reference letter must be on the bidder's client's letterhead, duly signed by the authorized person, reflecting the level of service and performance provided by the bidder on the provision and support of CBMS <b>Systems (or systems which included the 3 mentioned systems).</b>			
	Implementation of ERP Systems (Experience)			
	Proven record of new implementation or upgrade for a company or companies that consists of 50 or more users. (CBMS Implementation Experience form)			
	The reference letter must indicate the number of years of service the bidder provided to the client.			



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No.	Competency KPAs	Points allocated	Comply/not comply	Evidence of compliance
	<b>Points allocation:</b> <ul style="list-style-type: none"> <li>Three (3) reference letters indicating above 200 users - <b>10</b></li> <li>Two (2) reference letters indicating users between 30 to 200 – <b>6</b></li> <li>Zero (0) reference letters and never implemented ERP systems - <b>0</b></li> </ul>			
	<b>Means of verification:</b> <ul style="list-style-type: none"> <li>Reference letters detailing all the above required information. The Commission reserves the right to contact and verify the detailed information</li> <li>Supporting information relating to reference letters must contain the following details: <ul style="list-style-type: none"> <li>Project Description (Migration, Maintenance, Support, Hosting)</li> <li>Start date</li> <li>End date</li> <li>Project Status (whether it is completed or in progress)</li> <li>Name of reference</li> <li>Contact details (Number and email address)</li> </ul> </li> <li>Certificate or any proof of these withdrawn from the system of licensed users to verify company experience</li> </ul>			
<b>2.</b>	<b>Qualified Project Team</b>	<b>10</b>		
	Must have a minimum of 5 years ERP implementation experience with state entities and other business sectors, and/or development and support of ERP (including Case Management Systems. Must also have a minimum NQF level 6 qualification			
	<b>Points allocation</b> <ul style="list-style-type: none"> <li>More than 5 years' experience in ICBM implementation <b>and</b> relevant qualifications - <b>10</b></li> <li>5 years' experience in ERP project management <b>and</b> relevant qualifications - <b>3</b></li> <li>Less than 5 years' experience in ERP project management <b>and</b> relevant qualifications - <b>0</b></li> </ul>			
<b>2.2.</b>	<b>Business/System Analyst – 5</b>			



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No.	Competency KPAs	Points allocated	Comply/ not comply	Evidence of compliance
	Must have a minimum of 5 years' experience in ERP implementation (and / or developing) Case Management, and ERP systems. Must also have a minimum NQF level 7 qualification:			
	Points allocation <ul style="list-style-type: none"> <li>• More than 5 years' experience of implementing projects of a similar nature and relevant qualifications - <b>5</b></li> <li>• 5 years' experience of implementing projects of a similar nature and relevant qualifications - <b>3</b></li> <li>• Less than 5 years' experience of implementing projects of a similar nature and relevant qualifications – <b>0</b></li> </ul>			
	<b>Means of verification for the system implementors</b> <ul style="list-style-type: none"> <li>• The experience of the above key personnel must be detailed in their respective CVs, clearly stating number of years' experience together with the projects and their durations in the following format:               <ul style="list-style-type: none"> <li>○ Project description of relevant projects they participated &amp; their roles</li> <li>○ Start dates of projects</li> <li>○ End date of projects</li> <li>○ Project status (whether it is completed or in progress);</li> <li>○ Name of Reference</li> <li>○ Contact Details (number and email addresses) of Reference</li> </ul> </li> <li>• Certified copies of qualifications for each key personnel must also be attached to the CV</li> </ul> <p><b>Please note:</b> For the above key resources - Both the qualifications and years of experience are required for a bidder to qualify for any point allocation.</p>			
	<b>Total for competency</b>	<b>20.00</b>		
	<b>Minimum threshold</b>	<b>16.00</b>		

**Please note:**

The minimum threshold for competency evaluation is **16.00** points for this category. Bidders that do not meet this minimum threshold for this category will not proceed to the next stage (Presentation Stage) of evaluation of the tender.



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Total minimum threshold for technical and competency KPAs is **84.00** points

#### 19.4 Stage 4: Presentation

**19.1.1** Bidders that have scored over **84.00** points under 19.2 and 19.3 above will be given an opportunity to make coherent, well organized, and clear presentations in line with their proposal.

**19.1.2** Presentation to be made should not exceed 30 minutes and bidders will be contacted three (3) days in advance to prepare.

No.	Presentation KPAs	Points allocated	Comply/not comply	Evidence of compliance
1.	<b>Bid proposal and content</b>	<b>2.00</b>		
	<ul style="list-style-type: none"> <li>The proposed solution must demonstrate its fitness for the Commission's business requirements in terms of the scope of work detailed in section 10 of the bid document</li> </ul>			
2.	<b>Methodology and approach</b>	<b>2.00</b>		
	<ul style="list-style-type: none"> <li>Data migration and conversion</li> <li>Risk management</li> <li>Compliance with standards</li> </ul>			
3.	<b>System design</b>	<b>2.00</b>		
	<ul style="list-style-type: none"> <li>System performance and throughput</li> <li>System usability</li> <li>Software and tools</li> <li>Security</li> <li>Hardware</li> </ul>			
4.	<b>Implementation</b>	<b>2.00</b>		
	<ul style="list-style-type: none"> <li>Resource allocation</li> </ul>			
5.	<b>System operation</b>	<b>2.00</b>		
	<ul style="list-style-type: none"> <li>User analysis</li> <li>System administration and management</li> </ul>			
	<b>Total for presentation</b>	<b>10.00</b>		



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No.	Presentation KPAs	Points allocated	Comply/not comply	Evidence of compliance
	<i>Minimum threshold</i>	<i>8.00</i>		

Overall total score

Stage 2: Technical 70.00

Stage 3: Competency 20.00

Stage 4: Presentation 10.00

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Overall functionality total 100.00

Minimum functionality threshold 92.00

**19.5** Bidders who obtained less than the minimum threshold of **92 points** will be declared non-responsive and therefore will not be eligible for **evaluation of BBEE Aligned to Specific Goals & PricePreference**.

**19.6** Preference Evaluation

11.4.1 **BBEE and Price**

As the tender **price is estimated to be between R2001 and R50 million including VAT**, the tender responses will be evaluated on the **80/20-point system**.

## **20. ADJUDICATION USING A POINT SYSTEM**

**20.1** The bidder obtaining the highest number of total points will be awarded the contract unless objective criteria justify the award to another bidder.

**20.2** Preference points shall be calculated after process has been brought to a comparative basis taking into account all factors of non-firm prices.

**20.3** In the event that two or more bids have scored equal points in terms of price and preference points for BBEE, the successful bid must be the one scoring the highest number of preference points for BBEE - in terms of PPPFA Act 5 of 2000.

**20.4** However, when functionality is part of the evaluation process and two or more bids have scored equal points for BBEE, the successful bid must be the one scoring the highest score for functionality.

**20.5** Should two or more bids be equal in all respect, the award shall be decided by the drawing of lots.





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## 21. POINTS AWARDED FOR PRICE AND BBBEE PREFERENCE POINT

The **80/20** preference point system

A maximum of **80** points is allocated for price on the following basis:

$$P_s = 80 \{1 - (P_t - P_{\min})\}$$

$P_{\min}$

Where:

$P_s$  = Points scored for comparative price of bid under  
Consideration

$P_t$  = Comparative price of bid under consideration

$P_{\min}$  = Comparative price of lowest acceptable bid

## 22. B-BBEE PREFERENTIAL POINTS WILL BE AWARDED AS FOLLOWS:

B-BBEE Status Level of contributor	Number of points 80/20 system
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

**22.1** Bidders who qualify as EME's and QSE's in terms of the B-BBEE Act must submit a Sworn affidavit. Misrepresentation of information constitutes a criminal offence.

**22.2** Bidders other than EME's or QSE's must submit their original and valid B-BBEE status level verification certificate, substantiating their B-BBEE rating issued by SANAS.



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**22.3** Tertiary institutions and public entities will be required to submit their B-BBEE status level certificates in terms of the specialized scorecard contained in the B-BBEE Codes of Good Practice.

## **23. Consortium**

**23.1** A consortium is an association of two or more individuals, companies, organisations or governments (or any combination of these entities) with the objective of participating in a common activity or pooling their resources for achieving a common goal.

**23.2** A consortium requires that each participant retains its separate legal status and the consortium's control over each participant is generally limited to activities involving the joint endeavour, particularly the division of profits. A consortium is formed by contract, which designates the rights and obligations of each member.

**23.3** In a consortium, only the lead bidder's credentials both in terms of financial and technical qualifications are considered. Therefore, the interpretation and application to a RFQ/Bid process is such that the lead partner is identified and the following requirements are required as follows:

### **a) Lead Partner**

- All administrative documents (consortium agreement between the lead partner and the partner)
- Technical requirements (which will show in the proposal and other requirements why the need for the consortium, which for all intent and purpose fulfils the requirements of the bid through combination of skills)

### **b) Partner**

- Proof of CSD registration.
- Tax Pin.
- BBBEE Sworn-Affidavit.
- SBD 4

**23.4** It should be taken into cognisance that although the lead partner is the qualifying entity, the partner should prove that it can do business with state-owned entities, through CSD registration, proof that the taxes are compliant, its level of BBBEE status in order to align with the BBBEE status level required by the BID, declare interest and answer questions that it is not a disqualified entity with the National Treasury. The foregoing ensures compliance from an SCM process perspective that the consortium is in order.

**23.5** Of importance is that in a consortium, each individual team members retain their identities.



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## 24. A joint venture

A joint venture is a business entity created by two or more parties, generally characterized by shared ownership, returns and risks and shared governance.

### 24.1 Unincorporated joint venture:

16.1.1 All SCM documents are filled in by the joint venture in the name of the joint venture, although the submission of administrative documents (partnership agreement between parties) will be completed in the name of the joint venture, and the following will be required from both parties, amongst others

- a) SBD 4
- b) SBD 6.1
- c) Tax pin
- d) CSD registration.
- e) The JV agreement will direct which bank account of the two entities will be used.
- f) Consolidated Joint BBBEE Certificate.

### 24.2 Incorporated joint venture

24.2.1 This aligned to a registered entity or company. A registered entity/ company with a consolidated BBBEE certificate and a bank account in the name of the Joint venture. The required compliance documents must be complete by the entity/ company the name of the joint venture, and the following will be required amongst others

- a) SBD 4
- b) SBD 6.1
- c) Tax pin
- d) CSD registration.
- e) The JV agreement will direct which bank account of the two entities will be used.
- f) Consolidated Joint BBBEE Certificate.

24.2.2 A person will not be awarded points for B-BBEE status level if it is indicated in the bid documents that such a bidder intends sub-contracting more than 25% of the value of the contract to any other enterprise that does not qualify for at least the points that such a bidder qualifies for, unless the intended Sub-contractor is an EME that has the capacity and the ability to execute the sub-contract.

24.3 A person awarded a contract may not sub-contract more than 25% of the value of the contract to any other enterprise that does not have equal or higher B-BBEE status level than the person concerned, unless the contract is sub-contracted to an EME that has the capacity and the ability to execute the sub-contract.

## 25 COMMUNICATION

Respondents are warned that a response will be disqualified should any attempt be made by a bidder either directly or indirectly to canvass any officer(s) or employees of CCSA in respect of BID process, between the closing date and the date of the award of the business.



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All enquiries relating to this BID should be emailed **three days before the closing date.**

## 26 CONDITIONS TO BE OBSERVED WHEN BIDDING

The Commission does not bind itself to accept the lowest or any BID, nor shall it be responsible for or pay any expenses or losses which may be incurred by the bidder in the preparation and delivery of his BID submission. The Commission also reserves the right to withdraw or cancel the BID at any stage.

No BID shall be deemed to have been accepted unless and until a formal contract / Contract Form and letter of award or Purchase Order is prepared and executed.

The competitive shall remain open valid by the Commission for a period of **120 days** from the closing date of the BID Enquiry.

CCSA reserves the right to:

- 26.2 Not evaluate and award a bid that do not comply strictly with this BID document.
- 26.3 Make a selection solely on the information received in the Bid Document and Enter into negotiations with any one or more of preferred bidder(s) based on the criteria specified in the terms of reference.
- 26.4 Contact any bidder during the evaluation process, in order to clarify any information, without informing any other bidders. During the evaluation process, no change in the content of the BID shall be sought, offered or permitted.
- 26.5 Cancel this BID at any time.
- 26.6 Should bidder(s) be selected for further negotiations, they will be chosen on the basis of the cost effectiveness and the principal of value for money not necessarily on the basis of the lowest costs.

## 27 Cost of Bidding

- 27.2 The bidder shall bear all costs and expenses associated with preparation and submission of its BID submission and the CCSA shall under no circumstances be responsible or liable for any such costs, regardless of, without limitation, the conduct or outcome of the bidding, evaluation, and selection process.

## 28 Note to Bidders:

- 28.1 Due diligence to be conducted by CCSA prior to the award of the contract.



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**END OF TERMS OF REFERENCE DOCUMENT**



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**Annexed to this document for completion and return with the document:**

- ANNEXURE SBD 1 and conditions to tender.
- ANNEXURE SBD 3.1 or 3.3 (*pricing schedule*)
- ANNEXURE SBD 4
- ANNEXURE SBD 6.1
- ANNEXURE General Conditions of Contract (GCC)