



## NATIONAL LOTTERIES COMMISSION

**REQUEST FOR QUTATION (RFQ) FOR THE APPOINTMENT OF A SERVICE PROVIDER TO SUPPLY, IMPLEMENT, CONFIGURE, TRAIN, SUPPORT AND MAINTAIN AN ELECTRONIC BOARD PORTAL SOLUTION (15 USER LICENCES) FOR THE NATIONAL LOTTERIES COMMISSION FOR A PERIOD OF FIVE (5) YEARS**

| BID PROCESS                   | BID REQUIREMENTS                                                                                                                                                                                                                                              |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tender Number                 | RFQ2026-008-026                                                                                                                                                                                                                                               |
| Tender Description            | REQUEST FOR QUTATION (RFQ) FOR THE APPOINTMENT OF A SERVICE PROVIDER TO SUPPLY, IMPLEMENT, CONFIGURE, TRAIN, SUPPORT AND MAINTAIN AN ELECTRONIC BOARD PORTAL SOLUTION (15 USER LICENCES) FOR THE NATIONAL LOTTERIES COMMISSION FOR A PERIOD OF FIVE (5) YEARS |
| Tender Issue Date             | 21 August 2026                                                                                                                                                                                                                                                |
| Submissions                   | All submissions Must be addressed to Supply Chain Management, NLC Submission of proposals through<br>( <i>online submission on e-tender</i> )<br>Enquiries ONLY can be emailed to:<br><a href="mailto:quotation@nlcsa.org.za">quotation@nlcsa.org.za</a>      |
| Closing date and time         | <b>27 August 2026 at 11:00 (South African Standard Time)</b>                                                                                                                                                                                                  |
| Place where bid is advertised | E-tender and NLC Website                                                                                                                                                                                                                                      |
| Tender Validity Period        | The validity period of the Proposals requested must be 90 days from the closing date.                                                                                                                                                                         |

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## **SECTION 1: BACKGROUND AND SCOPE OF WORK**

### **1. INTRODUCTION AND BACKGROUND**

The National Lotteries Commission (NLC) is a public entity established in terms of the Lotteries Act, 1997 (Act No. 57 of 1997), as amended, to regulate the National Lottery and other lotteries in South Africa and to administer the National Lottery Distribution Trust Fund (NLDTF).

The Office of the Company Secretary is responsible for supporting the Board and its Committees in fulfilling their statutory and governance responsibilities while ensuring compliance with applicable legislation, recognised corporate governance principles, and the recommendations contained in the King V Report on Corporate Governance for South Africa.

As part of the NLC's ongoing digital transformation programme and commitment to modern governance practices, the organisation intends to implement a secure, cloud-based Electronic Board Portal Solution that will improve governance, strengthen information security, streamline Board administration, and enhance collaboration between Board Members, Committee Members and authorised internal stakeholders.

The proposed solution must provide a secure, user-friendly platform for the preparation, distribution and management of Board and Committee meeting documentation, agendas, minutes, resolutions and governance records while supporting both physical and virtual meetings.

The NLC therefore invites suitably qualified and experienced service providers to submit proposals for the supply, implementation, configuration, data migration, training, maintenance and technical support of an Electronic Board Portal Solution comprising fifteen (15) user licenses for a period of five (5) years.

### **2. PURPOSE**

The purpose of this Request for Quotation (RFQ) is to appoint a suitably qualified and experienced service provider to supply, implement, configure, support and maintain a secure Electronic Board Portal Solution that promotes effective corporate governance, enhances Board administration, improves information security and enables efficient management of Board and Committee activities.

### **3. OBJECTIVES**

The objectives of this procurement are to:

- Improve governance and decision-making processes.
- Modernise the administration of Board and Committee meetings.

- Eliminate manual and paper-based Board pack distribution.
- Improve collaboration amongst Board Members.
- Strengthen information security and confidentiality.
- Enhance auditability and governance transparency.
- Improve operational efficiency within the Office of the Company Secretary.
- Support hybrid and virtual Board meetings.
- Provide secure long-term governance record management.
- Reduce printing, courier and administrative costs.
- Ensure Data Migration and cutover services from the current Board Portal Application to the new service providers (including testing, reconciliation and validation).

#### **4. LEGISLATIVE, REGULATORY AND GOVERNANCE COMPLIANCE**

The proposed solution shall support compliance with, where applicable:

- Public Finance Management Act (PFMA).
- Treasury Regulations.
- Protection of Personal Information Act (POPIA).
- Promotion of Access to Information Act (PAIA).
- Electronic Communications and Transactions Act (ECTA).
- King V Report on Corporate Governance.
- NLC ICT Governance Framework.
- NLC Cybersecurity Policies.
- NLC Information Security Policies.
- NLC Records Management Policy.
- Applicable ISO 27001 security principles.

#### **5. FUNCTIONAL SCOPE OF WORK**

The National Lotteries Commission (NLC) requires a modern, secure and enterprise-grade Electronic Board Portal Solution that supports the effective administration and governance of the Board and its various Committees. The proposed solution must provide an intuitive, highly secure and collaborative digital platform that enables the end-to-end management of Board and Committee activities, including meeting preparation, agenda management, document distribution, minute taking, decision tracking, electronic resolutions and governance record management.

The solution must improve the efficiency, security and integrity of Board administration by replacing manual, paper-based processes with a fully integrated digital platform that supports both physical and virtual meetings while ensuring the confidentiality, availability and integrity of sensitive governance information.

The solution shall incorporate industry-leading cybersecurity controls, role-based access management, comprehensive audit trails, encryption of information both in transit and at rest, and secure access from authorised desktop, web and mobile devices. It shall further provide resilient cloud-based services, offline functionality, comprehensive reporting, administrative management tools and seamless user collaboration to support informed and timely decision-making.

The successful bidder shall provide a fully configured, production-ready solution, including implementation, data migration, user training, ongoing software maintenance, technical support, security updates and product enhancements for the duration of the contract.

**The successful bidder shall provide a complete turnkey Electronic Board Portal Solution that, as a minimum, delivers the following functional, technical, security, implementation, training, support and maintenance capabilities:**

### **5.1 Solution Supply**

- Provision of fifteen (15) named user licences.
- Cloud-hosted Board Portal Solution.
- Software subscription for five years.

### **5.2 Implementation Services**

- Project initiation.
- Project planning.
- Solution installation.
- Configuration.
- User provisioning.
- Security configuration.
- User Acceptance Testing.
- Production deployment.
- Go-Live support.
- Post Implementation Managed Support Services.

### **5.3 Data Migration**

The successful bidder shall migrate information from the existing Board Portal including:

- Historical Board Packs.
- Agendas.
- Minutes.
- Committee documentation.
- Resolutions.

- Governance registers.
- User accounts.
- Security permissions.
- Metadata.

**NB! Migration shall include:**

- Validation.
- Reconciliation.
- Testing.
- Sign-off.

#### **5.4 Maintenance and Support**

The bidder shall provide:

- Software maintenance
- Technical support
- Version upgrades
- Security patches
- Performance optimisation
- Preventative maintenance
- Service Desk support
- Vendor support.

#### **5.5 Training**

Comprehensive training shall be provided for:

- Company Secretariat.
- System Administrators.
- Board Members.
- Committee Members.
- Refresher training where required.

Training material shall include:

- User manuals
- Administrator manuals
- Quick reference guides
- Online learning material.

## **6. FUNCTIONAL REQUIREMENTS**

The proposed solution shall, as a minimum, provide the following functionality.

## **6.1 Meeting Management**

- Meeting scheduling.
- Agenda creation.
- Board pack compilation.
- Automated distribution.
- Calendar integration.
- Attendance registers.
- Action tracking.
- Matters arising.
- Meeting templates.
- Committee management.

## **6.2 Document Management**

- Version control.
- Document history.
- Full-text search.
- Annotations.
- Highlighting.
- Sticky notes.
- Bookmarks.
- Document comparison.
- PDF support.
- Drag-and-drop upload.

## **6.3 Governance Management**

- Resolution management.
- Circular resolutions.
- Electronic voting.
- Survey capability.
- Decision tracking.
- Governance registers.

## **6.4 Collaboration**

- Virtual committee rooms.
- Secure messaging.
- Document sharing.
- Collaborative annotations.

- Workflow approvals.

### **6.5 Offline Capability**

The solution shall support:

- Offline access.
- Offline annotation.
- Offline voting.
- Automatic synchronisation once connectivity is restored.

## **7. CYBERSECURITY REQUIREMENTS**

The proposed solution shall include:

- Multi-Factor Authentication (MFA).
- Encryption of data in transit and at rest.
- Role-Based Access Control (RBAC).
- Document-level permissions.
- Device authentication.
- Remote device wipe capability.
- Conditional access controls.
- Watermarking of confidential documents.
- Secure audit logs.
- Security event logging.
- Password policy enforcement.
- Session timeout controls.
- Backup encryption.
- Protection against ransomware.
- Security monitoring.
- Secure document sharing.

**NB! The bidder shall describe the security architecture of the proposed solution and align same to the NLC security architecture requirements.**

## **8. DATA PROTECTION AND POPIA**

The proposed solution shall:

- Support POPIA compliance.
- Protect confidential Board information.
- Maintain detailed audit trails with immutable snapshots

- Record user access.
- Record document downloads.
- Support secure information retention.
- Support secure deletion.
- Provide breach notification processes.
- Support legal hold requirements where applicable.

## **9. DATA RESIDENCY**

Production data, backups and disaster recovery environments must be hosted within the Republic of South Africa.

## **10. INTEGRATION REQUIREMENTS**

The solution should support future integration through secure APIs with:

- Microsoft 365.
- Microsoft Entra ID / Active Directory.
- Enterprise Content/ Document Management Solution.
- Records Management System.
- ERP Platform.
- Microsoft Outlook.
- Microsoft Teams.
- Other authorised NLC enterprise systems.

## **11. REPORTING**

The solution shall provide reporting including:

- User activity.
- Attendance.
- Voting.
- Resolution tracking.
- Action tracking.
- Document access.
- Security events.
- Audit logs.
- System usage.
- Administrator reports.

## **12. SERVICE LEVEL REQUIREMENTS**



The bidder shall provide a comprehensive Service Level Agreement including:

- Minimum 99.9% availability
- Service Desk.
- Incident Management.
- Escalation Procedures.
- Problem Management.
- Change Management.
- Preventative Maintenance.
- Business Continuity.
- Disaster Recovery.

Minimum response times shall be proposed for:

- Critical incidents.
- High priority incidents.
- Medium priority incidents.
- Low priority incidents.

### **13. DELIVERABLES**

The successful bidder shall deliver:

- Configured Board Portal Solution.
- Fifteen (15) operational user licences.
- Configured security roles.
- Configured governance workflows.
- Migrated historical information.
- Training.
- User manuals.
- Administrator manuals.
- Technical documentation.
- Operational support.
- SLA documentation.
- Disaster Recovery procedures.
- Backup procedures.
- Go-Live support.
- Optional Post Implementation Managed Services.

### **14. EXIT MANAGEMENT**

The bidder shall provide an Exit Plan that includes:

- Export of all NLC information in industry-standard formats.
- Migration support.
- Knowledge transfer.
- Administrator handover.
- Secure verifiable, deletion and destruction of NLC information in line with NLC Document Management Policies.
- Confirmation of data destruction upon contract termination.

## **15. REPORTING STRUCTURE**

The successful bidder shall report to the Office of the Company Secretary and work closely with the NLC ICT Division throughout implementation and the operational support period of the concluded contract.

## **16. PROJECT DURATION**

The contract shall be for a period of five (5) years, comprising:

- Implementation and configuration.
- Data migration.
- Training.
- Go-Live.
- Hypercare.
- Ongoing maintenance.
- Technical support.
- Software upgrades.
- Security updates.

## **SECTION 2: NOTICE TO BIDDERS**

### **1. Terms and conditions of Request for Quotation (RFQ)**

- 1.1 This document may contain confidential information that is the property of the NLC.
- 1.2 No part of the contents may be used, copied, disclosed, or conveyed in whole or in part to any party in any manner whatsoever other than for preparing a proposal in response to this RFQ without prior written permission from the NLC.
- 1.3 All copyright and intellectual property herein vests with the NLC.
- 1.4 Late and incomplete submissions will not be accepted.
- 1.5 No services must be rendered, or goods delivered before an official NLC Purchase Order form has been received.
- 1.6 This RFQ will be evaluated in terms of the 80/20 preference point system.
- 1.7 Suppliers are required to register on the Central Supplier Database at [www.csd.gov.za](http://www.csd.gov.za).
- 1.8 Suppliers must provide their CSD registration number (and attach a CSD Registration report) and ensure that their tax matters are compliant.
- 1.9 All questions regarding this RFQ must be forwarded to [quotation@nlcsa.org.za](mailto:quotation@nlcsa.org.za)
- 1.10 Any supplier who has reasons to believe that the RFQ specification is based on a specific brand must inform the NLC via the email addressed in 1.9.

### **2. General rules and instructions**

#### **2.1 News and press releases**

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

#### **2.2 Precedence of documents**

- 2.2.1 This RFQ consists of several sections. Where there is a contradiction in terms between the clauses, phrases, words, stipulations, or terms and herein referred to generally as stipulations in this RFP and the stipulations in any other document attached hereto, or the RFP submitted hereto, the relevant stipulations in this RFQ shall take precedence.
- 2.2.2 Where this RFQ is silent on any matter, the relevant stipulations addressing such matter, and which appear in section 217 of the constitution of the republic shall take precedence. Bidders shall refrain from incorporating any additional stipulations in its proposal submitted in terms hereof other than in the form of a clearly marked recommendation that the NLC may in its sole discretion elect to import or to ignore. Any such inclusion shall not be used for any purpose of interpretation unless it has been so imported or acknowledged by the NLC.

It remains the exclusive domain and election of the NLC as to which of these stipulations are applicable and to what extent. Bidders hereby acknowledging that the decision of the commission in this regard is final and binding. The onus to enquire and obtain clarity in this regard rests with the Bidder(s). The Bidder(s) shall take care to restrict its enquiries in this regard to the most reasonable interpretations required to ensure the necessary consensus.

## **2.3 Preferential procurement reform**

2.3.1 The commission supports B-BBEE as an essential ingredient of its business. In accordance with government policy, the NLC insists that the private sector demonstrates its commitment and track record to B-BBEE in the areas of ownership (shareholding), skills transfer, employment equity and procurement practices (SMME Development) etc.

## **2.4 National Industrial Participation Programme**

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

## **2.5 Language**

2.5.1 Bids shall be submitted in English.

## **2.6 Gender**

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

## **2.7 Headings**

2.7.1 Headings are incorporated into this RFQ document and submitted in response thereto, for ease of reference only and shall not form part thereof for any purpose of interpretation or for any other purpose.

## **2.8 Occupational Injuries and Diseases Act 13 of 1993**

2.8.1 The Bidder warrants that all its employees (including the employees of any sub-contractor that may be appointed) are covered in terms of the Compensation for Occupational Injuries and Diseases Act 13 of 1993 and that the cover shall remain in force for the duration of the adjudication of this RFP and/ or subsequent agreement. the commission reserves the right to request the Bidder to submit documentary proof of the Bidder's registration and "good standing" with the Compensation Fund, or similar proof acceptable to the commission.

## **2.9 Processing of the Bidder's Personal Information**

2.9.1 All Personal Information of the Bidder, its employees, representatives, associates, and sub-contractors ("Bidder Personal Information") required under this RFQ is collected and processed for the purpose of assessing the content of its tender proposal and awarding the bid. The Bidder is

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

2.9.2 All Personal Information collected will be processed in accordance with POPIA and with the commission.

2.9.3 Data Privacy Policy.

2.9.4 The following persons will have access to the Personal Information collected:

2.9.4.1 The commission personnel participating in procurement/award procedures; and

2.9.4.2 Members of the public: within seven working days from the time the bid is awarded, the following information will have to be made available on National Treasury's e-Tender portal:

2.9.4.2.1 contract description and bid number.

2.9.4.2.2 names of the successful bidder(s) and preference points claimed.

2.9.4.2.3 the contract price(s) (if possible).

2.9.4.2.4 contract period.

2.9.4.2.5 names of directors; and

2.9.4.2.6 date of completion/award.

2.9.5 The commission will ensure that the rights of the Bidder and of its employees and representatives (i.e., the right of access and the right to rectify) are effectively guaranteed in accordance with the procedures as specified in the commission PAIA manual.

2.9.6 In signing this document, the Bidder consents to the use of its Personal Information for the purposes as specified in section 2.9.1 above.

### **3. Compulsory Briefing Session**

**No compulsory briefing session**

### **4. Validity Period**

4.1 The Commission requires a validity period of 90 Days Business Days against this RFQ.

4.2 Bidders are to note that they may be requested to extend the validity period of their bids, on the same terms and conditions, if the internal evaluation process are not finalised within the validity period.

### **5. National Treasury's Central Supplier Database**

5.1 Bidders are required to self-register on National Treasury's Central Supplier Database (CSD) which has been established to centrally administer supplier information for all organs of state and facilitate the verification of certain key supplier information.

5.2 The Commission may not award business to a bidder who has failed to register on the CSD.

5.3 Only foreign suppliers with no local registered entity need not register on the CSD.

5.4 The CSD can be accessed at <https://secure.csd.gov.za/>

## **6. Confidentiality**

- 6.1 Bids submitted for this Request for Quotation will not be revealed to any other bidders and will be treated as contractually binding;
- 6.2 The Commission reserves all the rights afforded to it by the POPIA in the processing of any of its information as contained in RFQ.
- 6.3 The Bidder acknowledges that it will obtain and have access to personal information of The NLC and agrees that it shall only process the information disclosed by the NLC in terms of this bid award and only for the purposes as detailed in this RFQ and in accordance with any applicable law.
- 6.4 The Bidder shall notify the NLC in writing of any unauthorised access to personal information and the information of a third party, through cybercrimes or suspected cybercrimes, in its knowledge and report such crimes or suspected crimes to the relevant authorities in accordance with applicable laws, after becoming aware of such.

## **7. Communication**

- 7.1 Specific queries relating to this RFQ should be submitted bids@nlcsa.org.za, before the closing date.
- 7.2 In the interest of fairness and transparency the NLC's response to such a query may be made available to other bidders.
- 7.3 It is prohibited for bidders to attempt, either directly or indirectly, to canvass any officer or employee of the NLLC in respect of this RFQ between the closing date and the date of the award of the business.
- 7.4 Bidders found to be in collusion with one another will be automatically disqualified and restricted from doing business with organs of state for a specified period.

## **8. Supplier Performance**

- 8.1 The National Lotteries Commission conducts regular performance reviews in accordance with the requirements for the classification of the contract and or stakeholder by making use of supplier evaluation forms. The evaluation is conducted against the deliverables or scope of the contract with a minimum of an annual review done for contracts longer than a year and a review at completion of contract for those contracts less than a year.
- 8.2 Ad-hoc performance reviews shall be conducted where non-performance is identified outside the review period.
- 8.3 Non-performance will be addressed with at least a formal letter advising specific non- performing areas and stating remedial action/s required within specific time frames. Non-adherence to remedial actions shall lead to escalating performance management actions.
- 8.4 Any party to this agreement may request to participate in a joint performance review where appropriate and seek continuous improvement opportunities.

## SECTION 3: EVALUATION CRITERIA

The below phases evaluation criteria will be considered in evaluating the proposals, being:

### Phase 1: Tender Closing and Opening

#### 1.1 Tender closing details

The deadline for Tender submission is on **27 August 2026 at 11:00am** Standard South African Time. Any late tenders will not be accepted. **All submissions Must be addressed to Supply Chain Management, NLC Submission of proposals through (online submission on e-tender).** The onus remains on the bidder to ensure successful submission of their bids. Any discrepancies must be addressed to and dealt with the National Treasury who are the custodians of the e-tender portal.

#### 1.2 Bid Formats

Bid submissions must be submitted in a PDF format that is protected from any modifications, deletions, or additions.

Financial/pricing information must be presented in a separate attachment from the Technical/Functional Response information. The onus is on the Bidder to ensure that all mandatory and required documents are included in the electronic submission. No exceptions will be considered.

Submissions must be prominently marked with the full details of the tender namely Bidder's Name, Tender No and Tender Title.

Tender submissions received after submission date and time will be declared late and will not be accepted for consideration by the NLC.

The NLC will not be responsible for any failure or delay in the submission or receipt of the bid including but not limited to:

- Power Network.
- Struggling to use the e-tender portal.
- Load shedding (Power cut).
- Poor Network

### Phase 2: Administrative Compliance

All bid respondents must submit the relevant documents that comply with administrative compliance, which will include the following:

| Evaluation Criteria                                                                                                          | Supporting Document                       |
|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| 1. All Returnable Documents and/or schedules [where applicable] must be completed and returned by the closing date and time. | SBD Form 1<br>SBD Form 6.1                |
| 2. The Bid document has been duly signed by the authorised bidder official.                                                  | Company resolution as proof of authorised |

|                                                                                                                          |                                          |
|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
|                                                                                                                          | individuals' delegation                  |
| 3. Whether Bid contains a priced/financial offer.                                                                        | Pricing and delivery schedule            |
| 4. Whether the Bidder tax affairs in order.                                                                              | Valid Tax Compliance System Pin          |
| 5. Bidders must register on the CSD. Only foreign suppliers with no local registered entity need not register on the CSD | Proof of full CSD registration           |
| 6. In the event of the bidder being in a joint venture (JV), a jointed B-BBEE must be submitted.                         | Valid Joint B-BBEE Certificate/Affidavit |

### Phase 3: Mandatory Compliance

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

| Evaluation Criteria                                                                                                      | Supporting Document                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. In the event of the bidder being in a joint venture (JV), a signed JV agreement must be submitted (where applicable). | JV Agreement                                                                                                                                                                                                                                                                                       |
| 2. Declaration of Interest (SBD 4).                                                                                      | Fully completed and signed SBD 4                                                                                                                                                                                                                                                                   |
| 3. Original Equipment Manufacturer (OEM) Certificate.                                                                    | The bidder must provide proof of accredited certification in a form of certified certificate from Original Equipment Manufacturer (OEM).<br><b>Please note that NLC reserves the right to confirm your registration/accreditation with the OEM viz. proposed Electronic Board Portal Platform.</b> |

### Note to Bidders:

Bidders may be requested, at the behest of the NLC, to submit via courier services to the SCM unit of the NLC, within a minimum of 3 working days from date of request hard copy certified qualifications, memberships certificates, COIDA etc. which may have been requested for mandatory or functionality assessment. Failure to submit the information within the requested period shall render the bidder non-responsive.



## Phase 4: Technical Evaluation

The evaluation for the Technical and Functional threshold will include the following:

| Rating                      | Definition                                                                                                                                           | Score |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| <b>Excellent</b>            | Exceeds the requirement. Exceptional demonstration of ability, understanding, experience, skills, resources, and quality measures. Adds clear value. | 5     |
| <b>Good</b>                 | Satisfies the requirement with minor additional benefits. Above average demonstration with supporting evidence.                                      | 4     |
| <b>Acceptable</b>           | Meets the requirement. Adequate demonstration with supporting evidence.                                                                              | 3     |
| <b>Minor Reservations</b>   | Does not meet the requirement with minor reservations. Limited supporting evidence.                                                                  | 2     |
| <b>Serious Reservations</b> | Does not meet the requirement with major reservations. Considerable concerns and minimal evidence.                                                   | 1     |
| <b>Unacceptable</b>         | Does not meet the requirement. Insufficient information or non-compliance.                                                                           | 0     |

| EVALUATION CRITERIA                                                                                                                                                                                                                                                                                                                                                                                                    | Scoring Matrix                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | % Weight   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>1. Company Experience</b>                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |            |
| <b>1.1 Company Experience &amp; Capability</b>                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>10%</b> |
| <p>Bidders are required to submit a company profile demonstrating that they have the organisational capacity, skills, and experience to deliver the required skills and solutions within the scope of this TOR.</p> <p>The company profile must explicitly detail the bidder's years of experience in the design, implementation, integration, and support of the required solutions within the scope of this TOR.</p> | <ul style="list-style-type: none"> <li>No information provided = <b>0 Points.</b></li> <li>Company profile demonstrating implementation experience of 1–2 years = <b>1 Point.</b></li> <li>Company profile demonstrating implementation experience of more than 2 years but less than or equal to 4 years = <b>2 Points.</b></li> <li>Company profile demonstrating implementation experience of more than 4 years but less than or equal to 6 years = <b>3 Points.</b></li> <li>Company profile demonstrating implementation experience of more than 6 years but less than or equal to 8 years = <b>4 Points.</b></li> <li>Company profile demonstrating implementation experience of 8 years and above = <b>5 Points.</b></li> </ul> |            |
| <b>1.2 Written Reference Letters</b>                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>10%</b> |
| <p>Bidders must provide <b>written reference letters</b> from <b>contactable existing or recent clients</b> (public and/or private sector) issued within the <b>past five (5) years</b>, relating to the scope of services pertaining to this ToR.</p> <p>Each reference letter must include, at a minimum:</p>                                                                                                        | <ul style="list-style-type: none"> <li>No reference letters = <b>0 Point.</b></li> <li>One reference letter = <b>1 Point.</b></li> <li>Two reference letters = <b>2 Points.</b></li> <li>Three reference letters = <b>3 Points.</b></li> <li>Four reference letters = <b>4 Points.</b></li> <li>Five reference letters = <b>5 Points.</b></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                   |            |

| EVALUATION CRITERIA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Scoring Matrix                                                                                                                                                                                                                                                                                                                                                                                                  | % Weight   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <ul style="list-style-type: none"> <li>Client organisation name.</li> <li>Contact person name and designation</li> <li>Physical address and contact telephone number.</li> <li>Duration of the contract.</li> <li>A brief description of the services rendered, including scope of the services.</li> </ul> <p>The following conditions apply:</p> <ul style="list-style-type: none"> <li>Multiple reference letters from the <b>same client will be regarded as a single reference.</b></li> <li>Reference letters must be issued on the <b>client's official letterhead</b>, be <b>dated</b>, and <b>signed</b> by an authorised representative.</li> <li><b>Appointment or award letters</b> will not be accepted as references and must not be submitted.</li> <li>Reference letters must relate to work <b>completed within five (5) years</b> preceding the bid closing date.</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                 |            |
| <b>2. Capacity and Ability to Implement</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                 |            |
| <b>2.1 Experience – Lead Project Manager</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>10%</b> |
| <p>Bidders must submit <b>Curricula Vitae (CV's)</b> for all the proposed <b>suitably qualified and experienced resources. that demonstrate skills and experience in addressing the scope of services of this ToR.</b> These should clearly demonstrate the skills and experience relevant to the scope of the services as set out in this ToR and as per <b>Annexure A.</b></p> <p>The CV must include, at a minimum:</p> <ul style="list-style-type: none"> <li>The <b>full name and surname</b> of the proposed Lead Project Manager.</li> <li>The <b>number of years' experience</b> in the role of Project Manager, with demonstrable experience in the <b>design, implementation, and delivery of enterprise business solutions</b>, including system integration projects.</li> </ul>                                                                                                   | <ul style="list-style-type: none"> <li>No experience indicated = <b>0 Points.</b></li> <li>Experience &gt; 0 and =&lt; 1 year = <b>1 Point.</b></li> <li>Experience &gt; 1 and =&lt; 2 years = <b>2 Points.</b></li> <li>Experience &gt; 2 and =&lt; 3 years = <b>3 Points.</b></li> <li>Experience &gt; 3 and =&lt; 4 years = <b>4 Points.</b></li> <li>Experience &gt;= 5 years = <b>5 Points.</b></li> </ul> |            |
| <b>3. Installation and Configuration of the Envisaged Solution.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                 |            |
| <b>3.1. Solution Architecture and Technical Capability.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Technical Compliance and Solution Capability (Refer Annexure B)</b>                                                                                                                                                                                                                                                                                                                                          | <b>10%</b> |

| EVALUATION CRITERIA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Scoring Matrix                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | % Weight    |                         |             |          |                                                                                                         |          |          |                                                                                                                                              |          |          |                                                                                                                                        |          |          |                                                                                                                                       |          |  |
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| <p>Bidders must demonstrate their ability to design and deliver scalable, resilient solutions, including support for hybrid deployment models. This should include:</p> <ul style="list-style-type: none"> <li>Software QA methodology and standards;</li> <li>Test planning, execution, defect management, and regression testing;</li> <li>Stress, load, and capacity testing;</li> <li>Performance, scalability, and resilience assurance;</li> <li>UAT support and acceptance management.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>No experience indicated = <b>0 points</b>.</li> <li>Experience &gt; 0 and =&lt; 1 year = <b>1 Point</b>.</li> <li>Experience &gt; 1 and =&lt; 2 years = <b>2 Points</b>.</li> <li>Experience &gt; 2 and =&lt; 3 years = <b>3 Points</b>.</li> <li>Experience &gt; 3 and =&lt; 4 years = <b>4 Points</b>.</li> <li>Experience &gt;= 5 years = <b>5 Points</b>.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |             |                         |             |          |                                                                                                         |          |          |                                                                                                                                              |          |          |                                                                                                                                        |          |          |                                                                                                                                       |          |  |
| <b>3.2. Integration and Interoperability.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Technical Compliance and Solution Capability (Refer Annexure B)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>5%</b>   |                         |             |          |                                                                                                         |          |          |                                                                                                                                              |          |          |                                                                                                                                        |          |          |                                                                                                                                       |          |  |
| <p>Bidders must demonstrate their capability to integrate securely and reliably with the NLC's core systems and approved third-party data sources, including the use of standards-based APIs, effective data ingestion and transformation mechanisms, and interoperability with business intelligence and reporting tools.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>No experience indicated = <b>0 Points</b>.</li> <li>Experience &gt; 0 and =&lt; 1 year = <b>1 Point</b>.</li> <li>Experience &gt; 1 and =&lt; 2 years = <b>2 Points</b>.</li> <li>Experience &gt; 2 and =&lt; 3 years = <b>3 Points</b>.</li> <li>Experience &gt; 3 and =&lt; 4 years = <b>4 Points</b>.</li> <li>Experience &gt;= 5 years = <b>5 Points</b>.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |             |                         |             |          |                                                                                                         |          |          |                                                                                                                                              |          |          |                                                                                                                                        |          |          |                                                                                                                                       |          |  |
| <b>3.3. Data Governance, Quality and Security.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Technical Compliance and Solution Capability (Refer Annexure B)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>5%</b>   |                         |             |          |                                                                                                         |          |          |                                                                                                                                              |          |          |                                                                                                                                        |          |          |                                                                                                                                       |          |  |
| <p>Data Governance, Security, and Compliance Approach.</p> <p>Bidders must demonstrate a comprehensive, project-relevant, and evidence-based approach to data governance, quality management, and security for the proposed Electronic Board Portal Solution. The response must clearly address the bidder's methodology, controls, and delivery approach in relation to all the following five mandatory components:</p> <ol style="list-style-type: none"> <li>Secure development practices</li> <li>POPIA compliance and data protection</li> <li>Vulnerability management and remediation</li> <li>Audit logging, traceability, and evidence management</li> <li>Alignment to recognised security frameworks and standards (for example ISO 27001, OWASP, and NIST)</li> </ol> <p>The bidder's response must demonstrate how these controls will be applied within the scope of this ToR, including system development, configuration, integration, testing, deployment, support, and governance assurance activities.</p> | <p><b>The scoring is predicated by the Bidders compliance to all five components defined.</b></p> <p><b>Once all 5 components are addressed, scoring evaluates quality, depth, relevance, and evidence.</b></p> <table> <tr> <th>Score</th><th>Objective Scoring Basis</th><th>Final Score</th></tr> <tr> <td><b>0</b></td><td>One or more of the five mandatory components <b>not addressed</b> OR response is materially inadequate.</td><td><b>0</b></td></tr> <tr> <td><b>1</b></td><td>All five components are addressed, but <b>very limited detail</b>, largely generic, with little or no evidence of practical implementation.</td><td><b>1</b></td></tr> <tr> <td><b>2</b></td><td>All five components are addressed, but with <b>basic descriptions</b>, limited relevance to the ToR, and minimal supporting evidence.</td><td><b>2</b></td></tr> <tr> <td><b>3</b></td><td>All five components are addressed with <b>adequate detail</b>, clear relevance to the ToR, and some supporting evidence or examples.</td><td><b>3</b></td></tr> </table> | Score       | Objective Scoring Basis | Final Score | <b>0</b> | One or more of the five mandatory components <b>not addressed</b> OR response is materially inadequate. | <b>0</b> | <b>1</b> | All five components are addressed, but <b>very limited detail</b> , largely generic, with little or no evidence of practical implementation. | <b>1</b> | <b>2</b> | All five components are addressed, but with <b>basic descriptions</b> , limited relevance to the ToR, and minimal supporting evidence. | <b>2</b> | <b>3</b> | All five components are addressed with <b>adequate detail</b> , clear relevance to the ToR, and some supporting evidence or examples. | <b>3</b> |  |
| Score                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Objective Scoring Basis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Final Score |                         |             |          |                                                                                                         |          |          |                                                                                                                                              |          |          |                                                                                                                                        |          |          |                                                                                                                                       |          |  |
| <b>0</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | One or more of the five mandatory components <b>not addressed</b> OR response is materially inadequate.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>0</b>    |                         |             |          |                                                                                                         |          |          |                                                                                                                                              |          |          |                                                                                                                                        |          |          |                                                                                                                                       |          |  |
| <b>1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | All five components are addressed, but <b>very limited detail</b> , largely generic, with little or no evidence of practical implementation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>1</b>    |                         |             |          |                                                                                                         |          |          |                                                                                                                                              |          |          |                                                                                                                                        |          |          |                                                                                                                                       |          |  |
| <b>2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | All five components are addressed, but with <b>basic descriptions</b> , limited relevance to the ToR, and minimal supporting evidence.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>2</b>    |                         |             |          |                                                                                                         |          |          |                                                                                                                                              |          |          |                                                                                                                                        |          |          |                                                                                                                                       |          |  |
| <b>3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | All five components are addressed with <b>adequate detail</b> , clear relevance to the ToR, and some supporting evidence or examples.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>3</b>    |                         |             |          |                                                                                                         |          |          |                                                                                                                                              |          |          |                                                                                                                                        |          |          |                                                                                                                                       |          |  |

| EVALUATION CRITERIA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Scoring Matrix                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | % Weight   |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <div> <div>4</div> <div> <p>All five components are addressed with <b>strong, detailed, and well-structured responses</b>, clearly tailored to the ToR, with <b>good supporting evidence</b> (artefacts, examples, methodologies).</p> </div> <div>4</div> </div> <div> <div>5</div> <div> <p>All five components are addressed with an exceptional, comprehensive, and fully integrated approach, including:</p> </div> <div>5</div> </div>                                                                                                                                                                                                                                                                                                                                                                                                 |            |
| <b>4. Implementation Methodology and Project Delivery/Plan.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Technical Compliance and Solution Capability</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>25%</b> |
| <p>Bidders must demonstrate a clear, practical and risk-based implementation methodology aligned to recognised project management and delivery frameworks (e.g. PMBOK, PRINCE2, Agile or Hybrid methodologies). The methodology must be specifically tailored to the implementation of an Electronic Board Portal Solution and demonstrate the bidder's ability to successfully deliver, configure, migrate, secure and support the solution within a public sector governance environment.</p> <p>The bidder's response shall provide a concise but comprehensive implementation plan (minimum of five (5) pages and maximum of ten (10) pages) describing how the proposed solution will be implemented, configured, migrated, tested, deployed and supported in accordance with the Scope of Work contained in this Terms of Reference.</p> <p><b>The bidder's response must address the following five mandatory elements:</b></p> <ol style="list-style-type: none"> <li> <b>Project Governance and Control Framework</b><br/>           Defined project governance structures, implementation approach, roles and responsibilities, communication protocols, reporting arrangements, quality assurance processes and decision-making forums throughout the implementation lifecycle.         </li> <li> <b>Solution Implementation and Delivery Methodology</b><br/>           A clear description of the proposed implementation methodology, including solution installation, configuration, security configuration, user provisioning, data migration, testing, User Acceptance Testing (UAT), production deployment, Go-Live         </li> </ol> | <ul style="list-style-type: none"> <li>One or more mandatory elements not addressed, or response is inadequate = <b>0 Points.</b></li> <li>All elements addressed but superficial, generic, and not tailored to the ToR = <b>1 Point.</b></li> <li>All elements addressed; Basic methodology with limited structure, weak linkage between elements, minimal evidence = <b>2 Points.</b></li> <li>All elements addressed; Adequate, structured methodology aligned to standards, with reasonable detail and relevance = <b>3 Points.</b></li> <li>All elements addressed; Strong, well-integrated methodology with clear governance, planning, and risk controls, supported by evidence = <b>4 points.</b></li> <li>All elements addressed; Exceptional, fully integrated, and mature methodology demonstrating = <b>5 Points.</b></li> </ul> |            |

| EVALUATION CRITERIA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Scoring Matrix                                                                | % Weight         |
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| <p>support and post-implementation stabilisation.</p> <p><b>3. Project Planning, Scheduling and Milestone Management</b><br/>A detailed implementation plan, including project phases, work breakdown structure, deliverables, milestones, implementation timelines, resource allocation, dependencies, critical path activities and project monitoring mechanisms.</p> <p><b>4. Risk, Security and Business Continuity Management</b><br/>A structured approach to managing implementation risks, cybersecurity, issue management, escalation procedures, backup and recovery, disaster recovery, business continuity, information security, POPIA compliance and mitigation strategies throughout the implementation and operational support period.</p> <p><b>5. Operational Transition and Service Management</b><br/>The proposed approach to solution handover, change management, operational readiness, software maintenance, technical support, service level management, version upgrades, security updates and ongoing vendor support over the five-year contract period.</p> <p>The proposed methodology must further demonstrate how the solution will satisfy the functional, technical and security requirements contained within the Scope of Work, including secure remote access, mobile accessibility, Board meeting administration, document management, collaboration, offline functionality, electronic voting, minute taking, governance record management and compliance with the NLC's ICT security standards and applicable governance requirements.</p> <p>The methodology will be evaluated on its completeness, practicality, implementation approach, project controls, quality assurance, risk management, understanding of the NLC's governance environment and the bidder's ability to deliver a secure, sustainable and well-supported Electronic Board Portal Solution.</p> |                                                                               |                  |
| <p><b>5. Skills, Capacity and Knowledge Transfer.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p><b>Technical Compliance and Solution Capability (Refer Annexure B)</b></p> | <p><b>5%</b></p> |

| EVALUATION CRITERIA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Scoring Matrix                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | % Weight |
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| <p>Bidders must demonstrate that the proposed project team possesses the appropriate qualifications, experience and technical capability to successfully implement, configure, support and maintain an Electronic Board Portal Solution. The bidder shall further demonstrate a structured and sustainable knowledge transfer approach to ensure effective adoption, administration and long-term operational capability within the NLC.</p> <p><b>The bidder's response must address the following four mandatory elements:</b></p> <p><b>1. Electronic Board Portal Solution Capability:</b><br/>           Demonstrated capability and experience in implementing enterprise Electronic Board Portal or Governance Portal solutions, including:</p> <ul style="list-style-type: none"> <li>▪ Board and Committee meeting administration;</li> <li>▪ Governance workflow configuration;</li> <li>▪ Secure document and records management;</li> <li>▪ Electronic voting and resolution management;</li> <li>▪ Information security and role-based access management;</li> <li>▪ Data migration from existing Board Portal environments; and</li> <li>▪ Cloud-based governance platform implementation and support.</li> </ul> <p><b>2. Key Resources and Experience:</b><br/>           Suitably qualified and experienced named project resources proposed for the implementation, including the Project Manager, Technical Lead, Solution Specialist, Migration Specialist, Training Lead and Support Lead (where applicable), demonstrating relevant qualifications, certifications and experience in similar Board Portal implementations.</p> <p><b>3. Resource Capacity and Service Delivery Capability:</b><br/>           Availability of appropriately skilled resources for the duration of the implementation and support period, including sufficient local capacity to provide project delivery, user support, administrator assistance, training, technical maintenance and operational continuity, both remotely and on-site where</p> | <ul style="list-style-type: none"> <li>▪ One or more mandatory elements not addressed (including Skills Transfer), or required supporting evidence not provided. = <b>0 Points.</b></li> <li>• All elements addressed but superficial, generic, and lacking credible supporting evidence = <b>1 Point.</b></li> <li>• Basic response with limited relevance; weak demonstration of capability and/or insufficient supporting evidence = <b>2 Points.</b></li> <li>• Adequate response demonstrating relevant capability and structured skills transfer approach, supported by some evidence = <b>3 Points.</b></li> <li>• Strong, well-detailed response demonstrating proven Electronic Board Portal capability, qualified resources, and a practical, structured skills transfer and sustainability approach, supported by credible evidence = <b>4 Points.</b></li> <li>• Exceptional response demonstrating deep Electronic Board Portal expertise, highly qualified named resources, strong local capacity, and a comprehensive, measurable skills transfer and sustainability model with clear continuity outcomes and strong supporting evidence = <b>5 points.</b></li> </ul> |          |

| EVALUATION CRITERIA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Scoring Matrix                                                                                                                                                                                                                                                                                                                                                                                                                   | % Weight |
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| <p>required.</p> <p><b>4. Knowledge Transfer and Operational Sustainability (Mandatory):</b><br/> A structured and measurable knowledge transfer approach demonstrating how the NLC will become self-sufficient in the administration and day-to-day operation of the solution, including:</p> <ul style="list-style-type: none"> <li>▪ Administrator and end-user training programmes;</li> <li>▪ Knowledge transfer workshops;</li> <li>▪ Training schedules and milestones;</li> <li>▪ User and administrator documentation;</li> <li>▪ Operational procedures and knowledge repositories; and</li> <li>▪ A transition and exit strategy to ensure long-term sustainability and continuity following implementation.</li> </ul> <p><b><u>NB: Mandatory Evidence Requirement.</u></b><br/> Bidders shall provide supporting evidence for all proposed key resources, including:</p> <ul style="list-style-type: none"> <li>▪ Detailed Curriculum Vitae (CVs);</li> <li>▪ Relevant professional qualifications and certifications;</li> <li>▪ Project references demonstrating successful delivery of comparable Electronic Board Portal or Governance Portal implementations; and</li> <li>▪ Evidence of vendor accreditation, partnership or authorisation (where applicable).</li> </ul> <p><b>Generic, template-based or unsubstantiated claims of capability, experience or resource availability will not be considered during evaluation.</b></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                  |          |
| <p><b>6. Service Level Agreement, Support, Maintenance and Sustainability.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                  | 5%       |
| <p>Bidders must demonstrate a comprehensive, practical and governance-driven service management approach that ensures the ongoing availability, security, performance and sustainability of the proposed Electronic Board Portal Solution throughout the five (5) year contract period. The proposed support model must demonstrate the bidder's ability to provide responsive technical support, proactive maintenance, software lifecycle management and continuous service improvement within a secure and auditable</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>• One or more mandatory elements not addressed, or response is materially inadequate or unsupported by evidence = <b>0 Points</b>.</li> <li>• All elements addressed but superficial, generic, and lacking credible supporting evidence = <b>1 Point</b>.</li> <li>• Basic response with limited structure and weak alignment to public sector requirements = <b>2 Points</b>.</li> </ul> |          |

| EVALUATION CRITERIA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Scoring Matrix                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | % Weight |
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| <p>operating environment.<br/>The bidder's response must address the following four mandatory elements:</p> <p><b>1. Service Level Framework and Performance Management</b></p> <p>A clearly defined Service Level Agreement (SLA) detailing service availability, performance standards, response and resolution times, service hours, escalation levels, service credits (where applicable), key performance indicators (KPIs), reporting arrangements and governance structures to monitor service delivery throughout the contract period.</p> <p><b>2. Incident, Problem and Service Request Management</b></p> <p>A structured and auditable approach to incident, problem and service request management, including call logging procedures, incident prioritisation, escalation mechanisms, root cause analysis, corrective actions, communication protocols and regular service reporting to ensure timely resolution and continuous service improvement.</p> <p><b>3. Business Continuity, Cybersecurity and Operational Resilience</b></p> <p>The bidder's approach to maintaining a secure and resilient service, including business continuity planning, disaster recovery arrangements, backup and restoration procedures, cybersecurity monitoring, vulnerability management, software patching, security updates, system availability, data protection, POPIA compliance and mitigation of operational risks.</p> <p><b>4. Ongoing Maintenance, Vendor Support and Continuous Improvement</b></p> <p>A sustainable support and maintenance model describing the approach to preventative, corrective, adaptive and perfective maintenance, software version upgrades, product enhancements, vendor support, technical advisory services, change management, administrator support and continuous optimisation of the Electronic Board Portal Solution throughout the contract period.</p> | <ul style="list-style-type: none"> <li>• Adequate response demonstrating a structured and relevant support model, supported by some evidence = <b>3 Points</b>.</li> <li>• Strong, well-defined support model with clear SLAs, escalation, and sustainability mechanisms, supported by credible evidence = <b>4 points</b>.</li> <li>• Exceptional, fully integrated support model demonstrating high service maturity, strong governance alignment, proactive optimisation capability, and proven support experience in similar environments = <b>5 Points</b>.</li> </ul> |          |



| EVALUATION CRITERIA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Scoring Matrix                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | % Weight          |
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| <p>The bidder shall further demonstrate how the proposed support model will ensure long-term operational sustainability, minimise service disruption, maintain compliance with the NLC's ICT governance and cybersecurity requirements, and support the future growth and evolving governance needs of the organisation.</p> <p><b>The support and maintenance proposal will be evaluated on its completeness, practicality, responsiveness, governance alignment, operational resilience, service management maturity and the bidder's ability to provide reliable, secure and sustainable support for the Electronic Board Portal Solution over the full contract term.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                   |
| <p><b>7. Solution Demonstration and Oral Presentation</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p><b>15%</b></p> |
| <p>Shortlisted bidders may be required to deliver an in-person oral presentation and live demonstration of the proposed Electronic Board Portal Solution as part of the technical evaluation process. The purpose of the demonstration is to validate the bidder's understanding of the NLC's requirements and to assess the functional capability, usability, security, maturity and overall suitability of the proposed solution within the NLC's governance environment.</p> <p>The demonstration shall be conducted using a live, fully functional solution and shall not rely solely on slide presentations, videos or conceptual illustrations. The demonstration must showcase practical business scenarios that reflect the end-to-end Board and Committee meeting lifecycle.</p> <p>The live demonstration shall, as a minimum, include the following functional areas:</p> <ul style="list-style-type: none"> <li>▪ User authentication, security controls and role-based access management.</li> <li>▪ Board and Committee meeting creation and scheduling.</li> <li>▪ Agenda preparation and Board pack compilation.</li> <li>▪ Secure distribution of Board documentation.</li> <li>▪ Document management, version control and annotations.</li> </ul> | <ul style="list-style-type: none"> <li>• No oral presentation or live demonstration provided = <b>0 Points.</b></li> <li>• The demonstration provided limited evidence of the proposed solution's capabilities. Key functional requirements were not demonstrated, the presentation lacked structure, and responses to questions did not provide confidence in the bidder's understanding of the requirements = <b>1 Point.</b></li> <li>• The demonstration addressed only some of the required business scenarios. Several key functional, security or administrative capabilities were either omitted or insufficiently demonstrated, with limited responses to technical and functional questions = <b>2 Points.</b></li> <li>• The demonstration satisfactorily addressed the majority of the required business scenarios and demonstrated a sound understanding of the proposed solution. Responses to questions were generally adequate, although some functionality or implementation aspects lacked clarity or depth = <b>3 Points.</b></li> <li>• The demonstration was comprehensive, well-structured and effectively showcased the core functional, administrative and security capabilities of the proposed solution. The bidder clearly demonstrated the end-to-end Board meeting lifecycle and responded confidently to both functional and technical questions = <b>4 Points.</b></li> </ul> |                   |

| EVALUATION CRITERIA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Scoring Matrix                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | % Weight |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <ul style="list-style-type: none"> <li>▪ Electronic signatures, voting and resolution management.</li> <li>▪ Minute taking, action tracking and matters arising management.</li> <li>▪ Knowledge repository and governance record management.</li> <li>▪ Mobile and offline functionality.</li> <li>▪ Administrative configuration and reporting capabilities.</li> <li>▪ Data migration approach and validation methodology.</li> <li>▪ Service administration, audit trails and security reporting.</li> </ul> <p>The evaluation panel may ask functional and technical questions during the demonstration to validate the bidder's proposed implementation approach, support model and understanding of the requirements contained within this Terms of Reference.</p> <p>The NLC reserves the right to provide shortlisted bidders with one or more practical demonstration scenarios not less than forty-eight (48) hours prior to the scheduled presentation. Bidders shall demonstrate the requested business scenarios using their proposed solution. The demonstration shall form part of the technical evaluation and may be used to validate the functionality, usability and implementation approach described in the bidder's proposal.</p> | <ul style="list-style-type: none"> <li>• The demonstration was exceptional and provided a comprehensive, interactive walkthrough of the complete Electronic Board Portal Solution. All required business scenarios were demonstrated seamlessly, including governance, security, collaboration, reporting and administration functions. The bidder demonstrated a thorough understanding of the NLC's requirements, provided clear and detailed responses to all questions, and demonstrated a mature, production-ready solution aligned to the objectives of this Terms of Reference = <b>5 Points.</b></li> </ul> |          |
| Total Weighting:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100      |
| Minimum qualifying score required:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 70%      |

**Note to Bidders:**

*Bidders may be requested, at the behest of the NLC, to submit via courier services to the SCM unit of the NLC, within a minimum of 3 working days from date of request hard copy certified qualifications, memberships certificates, etc., which may have been requested for functionality assessment. Failure to submit the information within the requested period may render the bidder non-responsive.*

**STAGE 5: PRICING AND SPECIFIC GOALS**

**Pricing Schedule: Please refer to Annexure A: The evaluation for Pricing and Specific Goals will include the following:**

| Evaluation Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Final Weighted Scores |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <p><b>PRICE</b></p> <p>The following formula will be used to calculate the points out of 80 for price in respect of a tender with a Rand value equal to or above R30 000 and up to a Rand value of R50 million, inclusive of all applicable taxes:</p> $P_s = 80 \left( 1 - \frac{P_t - P_{min}}{P_{min}} \right)$ <p>Where:</p> <p><math>P_s</math> = Score for the Bid under consideration</p> <p><math>P_t</math> = Price of Bid under consideration</p> <p><math>P_{min}</math> = Price of lowest acceptable Bid</p> | 80                    |
| <p><b>SPECIFIC GOALS</b></p> <p>In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals.</p>                                                                                                                                                                                                                                                                                                                                  | 20                    |
| <b>TOTAL SCORE:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>100</b>            |

A maximum of 20 points to be awarded to a tenderer for the specific goals specified for this bid is as follows:

The points scored for the specific goal must be added to the points scored for price and the total must be rounded off to the nearest two decimal places. The final appointment to be awarded to the bidder scoring the highest points.

| Specific Goals                                          | Sub - points for specific goals | Maximum points for specific goals | Relevant Evidence                             | Number of points claimed (80/20 system) (To be completed by the tenderer) |
|---------------------------------------------------------|---------------------------------|-----------------------------------|-----------------------------------------------|---------------------------------------------------------------------------|
| <b>1. Procurement from entities who are black Owned</b> |                                 |                                   | Copies of ID's/ CIPC Report CSD Recent Report |                                                                           |
| Tenderer who have 100% black Ownership                  | 8                               | 8                                 |                                               |                                                                           |
| Tenderer who have 51% to 99% black ownership            | 4                               |                                   |                                               |                                                                           |

| Specific Goals                                                           | Sub - points for specific goals | Maximum points for specific goals | Relevant Evidence                                           | Number of points claimed (80/20 system) (To be completed by the tenderer) |
|--------------------------------------------------------------------------|---------------------------------|-----------------------------------|-------------------------------------------------------------|---------------------------------------------------------------------------|
| Tenderer who have less than 51% black ownership                          | 0                               |                                   |                                                             |                                                                           |
| 2. Procurement from entities who are women Owned                         |                                 |                                   | B-BBEE Certificate / B-BBEE Sworn Affidavit                 |                                                                           |
| Tenderer who have 100% women ownership                                   | 4                               | 4                                 |                                                             |                                                                           |
| Tenderer who have 30% to 99% women ownership                             | 2                               |                                   |                                                             |                                                                           |
| Tenderer who have less than 30% women ownership                          | 0                               |                                   |                                                             |                                                                           |
| 3. Black Youth Ownership                                                 |                                 |                                   | B-BBEE Certificate / B-BBEE Sworn Affidavit                 |                                                                           |
| Tenderer who have 100% black youth ownership                             | 4                               | 4                                 |                                                             |                                                                           |
| Tenderer who have 30% to 99% black youth ownership                       | 2                               |                                   |                                                             |                                                                           |
| Tenderer who have less than 30% black youth ownership                    | 0                               |                                   |                                                             |                                                                           |
| 4.Procurement from Disabilities                                          |                                 |                                   | Letter from the Doctor confirming disability and CSD report |                                                                           |
| Tenderer who have 20% or more owners with disability                     | 4                               | 4                                 |                                                             |                                                                           |
| Tenderer who have less than 20% but more than 10% owners with disability | 2                               |                                   |                                                             |                                                                           |
| Tenderer who have less than 10% owners with disability                   | 0                               |                                   |                                                             |                                                                           |
| Total points for specific goals                                          |                                 | 20                                |                                                             |                                                                           |

## STAGE 6: DUE DILIGENCE, CONTRACT AND AWARD

The NLC reserves the right to conduct supplier due diligence before final award or at any time during the contract period. This may include site visits and requests for additional information. The stage is for negotiation after receipt of formal tenders and before the conclusion of contracts with suppliers/contractors submitting the lowest acceptable tender with a view to obtaining an improvement in price, delivery or content, in circumstances which do not put other tenderers at a disadvantage or affect adversely their confidence or trust in the competitive system. Bidders may be requested to provide their best and final offers based on contract negotiation.

**PART A: INVITATION TO BID**

**SBD1**

|                                                                                                                                                                  |                                                                                                                                                                                                                                                               |            |                                    |                                                |                                                                                                           |               |              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------------------------|------------------------------------------------|-----------------------------------------------------------------------------------------------------------|---------------|--------------|
| <b>YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS</b>                                                                                                            |                                                                                                                                                                                                                                                               |            |                                    |                                                |                                                                                                           |               |              |
| BID NUMBER:                                                                                                                                                      | <b>RFQ2026-008-026</b>                                                                                                                                                                                                                                        | ISSUE DATE | <b>21 Augu<br/>st<br/>2026</b>     | CLOSING DATE:                                  | <b>27 Augu<br/>st<br/>2026</b>                                                                            | CLOSING TIME: | <b>11H00</b> |
| DESCRIPTION                                                                                                                                                      | REQUEST FOR QUTATION (RFQ) FOR THE APPOINTMENT OF A SERVICE PROVIDER TO SUPPLY, IMPLEMENT, CONFIGURE, TRAIN, SUPPORT AND MAINTAIN AN ELECTRONIC BOARD PORTAL SOLUTION (15 USER LICENCES) FOR THE NATIONAL LOTTERIES COMMISSION FOR A PERIOD OF FIVE (5) YEARS |            |                                    |                                                |                                                                                                           |               |              |
| <b>BID RESPONSE DOCUMENTS MAY BE SUBMITTED VIA E-TENDER PORTAL)</b>                                                                                              |                                                                                                                                                                                                                                                               |            |                                    |                                                |                                                                                                           |               |              |
|                                                                                                                                                                  |                                                                                                                                                                                                                                                               |            |                                    |                                                |                                                                                                           |               |              |
|                                                                                                                                                                  |                                                                                                                                                                                                                                                               |            |                                    |                                                |                                                                                                           |               |              |
| <b>BIDDING PROCEDURE ENQUIRIES MAY BEDIRECTEDTO</b>                                                                                                              |                                                                                                                                                                                                                                                               |            |                                    | <b>TECHNICAL ENQUIRIES MAY BE DIRECTED TO:</b> |                                                                                                           |               |              |
| CONTACTPERSON                                                                                                                                                    | <b>SCM</b>                                                                                                                                                                                                                                                    |            |                                    | CONTACT PERSON                                 | <b>SCM</b>                                                                                                |               |              |
| TELEPHONENUMBER                                                                                                                                                  | <b>012 432 1309</b>                                                                                                                                                                                                                                           |            |                                    | TELEPHONE NUMBER                               | <b>012 432 1308</b>                                                                                       |               |              |
| FACSIMILENUMBER                                                                                                                                                  | N/A                                                                                                                                                                                                                                                           |            |                                    | FACSIMILE NUMBER                               |                                                                                                           |               |              |
| E-MAIL ADDRESS                                                                                                                                                   | <a href="mailto:quotation@nlcsa.org.za">quotation@nlcsa.org.za</a>                                                                                                                                                                                            |            |                                    | E-MAIL ADDRESS                                 |                                                                                                           |               |              |
| <b>SUPPLIER INFORMATION</b>                                                                                                                                      |                                                                                                                                                                                                                                                               |            |                                    |                                                |                                                                                                           |               |              |
| NAME OF BIDDER                                                                                                                                                   |                                                                                                                                                                                                                                                               |            |                                    |                                                |                                                                                                           |               |              |
| POSTAL ADDRESS                                                                                                                                                   |                                                                                                                                                                                                                                                               |            |                                    |                                                |                                                                                                           |               |              |
| STREET ADDRESS                                                                                                                                                   |                                                                                                                                                                                                                                                               |            |                                    |                                                |                                                                                                           |               |              |
| TELEPHONE NUMBER                                                                                                                                                 | CODE                                                                                                                                                                                                                                                          |            |                                    | NUMBER                                         |                                                                                                           |               |              |
| CELLPHONE NUMBER                                                                                                                                                 |                                                                                                                                                                                                                                                               |            |                                    |                                                |                                                                                                           |               |              |
| FACSIMILE NUMBER                                                                                                                                                 | CODE                                                                                                                                                                                                                                                          |            |                                    | NUMBER                                         |                                                                                                           |               |              |
| E-MAIL ADDRESS                                                                                                                                                   |                                                                                                                                                                                                                                                               |            |                                    |                                                |                                                                                                           |               |              |
| VAT REGISTRATION NUMBER                                                                                                                                          |                                                                                                                                                                                                                                                               |            |                                    |                                                |                                                                                                           |               |              |
| SUPPLIER COMPLIANCE STATUS                                                                                                                                       | TAX COMPLIANCE SYSTEM PIN:                                                                                                                                                                                                                                    |            | <b>OR</b>                          |                                                | CENTRAL SUPPLIER DATABASE NUMBER: MAAA                                                                    |               |              |
| B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE                                                                                                                     | [TICK APPLICABLE BOX]<br>Yes                      No<br><input type="checkbox"/> <input type="checkbox"/>                                                                                                                                                     |            | B-BBEE STATUS LEVELSWORN AFFIDAVIT |                                                | [TICK APPLICABLE BOX]<br>Yes                      No<br><input type="checkbox"/> <input type="checkbox"/> |               |              |
| <b>[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT (FOR EMES &amp; QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-</b> |                                                                                                                                                                                                                                                               |            |                                    |                                                |                                                                                                           |               |              |

|                                                                                                    |                                                           |                                                                             |                                                                    |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------------------------|--------------------------------------------------------------------|
| 1. ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS / SERVICES / WORKS OFFERED? | Yes                      No<br><br>[IF YES ENCLOSE PROOF] | 2. ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED? | Yes      No <b>BD1</b><br><br>[IF YES, ANSWER QUESTIONNAIRE BELOW] |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------------------------|--------------------------------------------------------------------|

**QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS**

|                                                                                                                                                                                                                            |                              |                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------|
| IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?                                                                                                                                                            | YES <input type="checkbox"/> | NO <input type="checkbox"/> |
| DOES THE ENTITY HAVE A BRANCH IN THE RSA?                                                                                                                                                                                  | YES <input type="checkbox"/> | NO <input type="checkbox"/> |
| DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?                                                                                                                                                                 | YES <input type="checkbox"/> | NO <input type="checkbox"/> |
| DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?                                                                                                                                                                      | YES <input type="checkbox"/> | NO <input type="checkbox"/> |
| IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION                                                                                                                                                                   | YES <input type="checkbox"/> | NO <input type="checkbox"/> |
| <b>IF THE ANSWER IS “NO” TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 1.3 BELOW.</b> |                              |                             |

**PART B**  
**TERMS AND CONDITIONS FOR BIDDING**

**1. BID SUBMISSION:**

- 1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
- 1.2. **ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED– (NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.**
- 1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.
- 1.4. **THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).**

**2. TAX COMPLIANCE REQUIREMENTS**

- 2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
- 2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.
- 2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE [WWW.SARS.GOV.ZA](http://WWW.SARS.GOV.ZA).
- 2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID. IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
- 2.5 WHERE NO TCS PIN IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
- 2.6 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE."

**NB: FAILURE TO PROVIDE / OR COMPLY WITH ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.**

SIGNATURE OF BIDDER: .....

CAPACITY UNDER WHICH THIS BID IS SIGNED: .....

..... (Proof of authority must be submitted e.g. company resolution)

DATE: .....

## **BIDDER'S DISCLOSURE**

### **1. PURPOSE OF THE FORM**

1.1 Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa, 1996 (Constitution), and further expressed in the various applicable legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

1.2 If a person is listed in the Register for Tender Defaulters and/or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

### **2. DECLARATION ON EMPLOYMENT BY ORGAN OF STATE**

**2.1** Is the bidder, or any of the directors / trustees / shareholders / members / partners of the bidder employed by an organ of state, as defined in section 239 of the Constitution?  
**YES/NO**

**2.2** If YES, furnish particulars of the names, individual identity numbers, in the table below:

| <b>Full Name</b> | <b>Identity Number</b> | <b>Name of organ of state</b> |
|------------------|------------------------|-------------------------------|
|                  |                        |                               |
|                  |                        |                               |
|                  |                        |                               |
|                  |                        |                               |
|                  |                        |                               |
|                  |                        |                               |
|                  |                        |                               |
|                  |                        |                               |
|                  |                        |                               |
|                  |                        |                               |
|                  |                        |                               |
|                  |                        |                               |

**2.3** Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? **YES/NO**



2.3.1 If so, furnish particulars:

.....  
.....  
.....

**2.4** Does the bidder or any of its directors/trustees/shareholders members/partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise, whether or not they are bidding for this contract?

**YES/NO**

2.4.1 If so, indicate all companies registered in the CSD in the table below:

| <b>Supplier registration number (MAAA)</b> | <b>Status (active/inactive/deleted)</b> |
|--------------------------------------------|-----------------------------------------|
|                                            |                                         |
|                                            |                                         |
|                                            |                                         |
|                                            |                                         |
|                                            |                                         |
|                                            |                                         |

Failure to disclose all CSD-registered active companies linked to all Directors will lead to disqualification.

### **3GENERAL DECLARATION**

I, ....., the undersigned, in submitting the accompanying bid, do hereby make the following statements that I certify to be true and complete in every respect:

**3.1** I have read and I understand the contents of this disclosure.

**3.2** I understand that the accompanying bid will be disqualified if this disclosure is found to be false.

**3.3** The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor.

**3.4** In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.

**3.5** The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.

**3.6** There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.

**3.7** I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act, 1998 (Act No. 89 of 1998) and or may be referred to law enforcement agencies for criminal investigation and or may be restricted from conducting business with the state for a period not exceeding 10 years in terms of the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004) or any other applicable legislation.

I CERTIFY THAT THE ABOVE IS CORRECT.

I ACCEPT THAT THE PROCURING INSTITUTION MAY REJECT THE BID OR TAKE APPROPRIATE ACTION AGAINST ME IF THIS DECLARATION IS FALSE.

.....  
Signature

.....  
Date

.....  
Designation

.....  
Name of bidder

## PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022

This preference form must form part of all tenders invited. It contains general information and serves as a claim form for preference points for specific goals.

**NB: BEFORE COMPLETING THIS FORM, TENDERERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE TENDER AND PREFERENTIAL PROCUREMENT REGULATIONS, 2022**

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### 1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to invitations to tender:

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
- the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

### 1.2 To be completed by the organ of state

*(delete whichever is not applicable for this tender).*

- a) The applicable preference point system for this tender is the **90/10** preference point system.
- b) The applicable preference point system for this tender is the **80/20** preference point system.
- c) Either the **90/10 or 80/20 preference point system** will be applicable in this tender. The lowest/ highest acceptable tender will be used to determine the accurate system once tenders are received.

1.3. Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:

- (a) Price; and
- (b) Specific Goals.

### To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

|                                                  | POINT<br>S |
|--------------------------------------------------|------------|
| PRICE                                            | 80         |
| SPECIFIC GOALS                                   | 20         |
| <b>Total points for Price and SPECIFIC GOALS</b> | <b>100</b> |

- 1.4. Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender will be interpreted to mean that preference points for specific goals are not claimed.
- 1.5. The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

#### 1.5.1.DEFINITIONS

- (a) **“tender”** means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation.
- (b) **“price”** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts.
- (c) **“Rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) **“tender for income-generating contracts”** means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) **“The Act”** means the Preferential Procurement Policy Framework Act, 2000 (Act No.5 of 2000).

#### 1.5.2. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

##### POINTS AWARDED FOR PRICE

##### THE 80/20 PREFERENCE POINT SYSTEMS

A maximum of 80 or 90 points is allocated for price on the following basis:

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

**80/20**

Where

- $P_s$  = Points scored for price of tender under consideration
- $P_t$  = Price of tender under consideration
- $P_{min}$  = Price of lowest acceptable tender

## POINTS AWARDED FOR SPECIFIC GOALS

In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:

In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—

- (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
- (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system, then the organ of state must indicate the points allocated for specific goals for the 80/20 preference point system.

**Table 1: Specific goals for the tender and points claimed are indicated per the table below.**

***(Note to organs of state: Where the 80/20 preference point system is applicable, corresponding points must also be indicated as such. Note to tenderers: The tenderer must indicate how they claim points for each preference point system.) Please complete this table for claiming of points.***

| Specific Goals                                          | Sub - points for specific goals | Maximum points for specific goals | Relevant Evidence                             | Number of points claimed (80/20 system) <b>(To be completed by the tenderer)</b> |
|---------------------------------------------------------|---------------------------------|-----------------------------------|-----------------------------------------------|----------------------------------------------------------------------------------|
| <b>1. Procurement from entities who are black Owned</b> |                                 |                                   | Copies of ID's/ CIPC Report CSD Recent Report |                                                                                  |
| Tenderer who have 100% black Ownership                  | 8                               | 8                                 |                                               |                                                                                  |
| Tenderer who have 51% to 99% black ownership            | 4                               |                                   |                                               |                                                                                  |

| Specific Goals                                                           | Sub - points for specific goals | Maximum points for specific goals | Relevant Evidence                                           | Number of points claimed (80/20 system) (To be completed by the tenderer) |
|--------------------------------------------------------------------------|---------------------------------|-----------------------------------|-------------------------------------------------------------|---------------------------------------------------------------------------|
| Tenderer who have less than 51% black ownership                          | 0                               |                                   |                                                             |                                                                           |
| 2. Procurement from entities who are women Owned                         |                                 |                                   | B-BBEE Certificate / B-BBEE Sworn Affidavit                 |                                                                           |
| Tenderer who have 100% women ownership                                   | 4                               | 4                                 |                                                             |                                                                           |
| Tenderer who have 30% to 99% women ownership                             | 2                               |                                   |                                                             |                                                                           |
| Tenderer who have less than 30% women ownership                          | 0                               |                                   |                                                             |                                                                           |
| 3. Black Youth Ownership                                                 |                                 |                                   | B-BBEE Certificate / B-BBEE Sworn Affidavit                 |                                                                           |
| Tenderer who have 100% black youth ownership                             | 4                               | 4                                 |                                                             |                                                                           |
| Tenderer who have 30% to 99% black youth ownership                       | 2                               |                                   |                                                             |                                                                           |
| Tenderer who have less than 30% black youth ownership                    | 0                               |                                   |                                                             |                                                                           |
| 4.Procurement from Disabilities                                          |                                 |                                   | Letter from the Doctor confirming disability and CSD report |                                                                           |
| Tenderer who have 20% or more owners with disability                     | 4                               | 4                                 |                                                             |                                                                           |
| Tenderer who have less than 20% but more than 10% owners with disability | 2                               |                                   |                                                             |                                                                           |
| Tenderer who have less than 10% owners with disability                   | 0                               |                                   |                                                             |                                                                           |
| Total points for specific goals                                          |                                 | 20                                |                                                             |                                                                           |

### 1.5.3. DECLARATION WITH REGARD TO COMPANY/FIRM

Name of company/firm.....

Company registration number: .....

#### TYPE OF COMPANY/ FIRM

- ☐ Partnership/Joint Venture / Consortium
- ☐ One-person business/sole propriety
- ☐ Close corporation
- ☐ Public Company
- ☐ Personal Liability Company
- ☐ (Pty) Limited
- ☐ Non-Profit Company
- ☐ State Owned Company

[TICK APPLICABLE BOX]

I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
  - (a) disqualify the person from the tendering process;
  - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
  - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
  - (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
  - (e) forward the matter for criminal prosecution, if deemed necessary.

.....

**SIGNATURE(S) OF TENDERER(S)**

**SURNAME AND NAME:** .....

**DATE:** .....

**ADDRESS:** .....

.....

.....



## **SCM: CONSENT REQUEST FORM**

REQUEST FOR THE CONSENT OF A DATA SUBJECT FOR PROCESSING OF PERSONAL INFORMATION FOR THE PURPOSE OF PROCUREMENT OF GOODS AND SERVICES APPLICATION, IN LINE WITH THE NLC's SUPPLY CHAIN MANAGEMENT POLICY, IN TERMS OF SECTION 11(1)(a) OF THE PROTECTION OF PERSONAL INFORMATION ACT, 2013 (ACT NO. 4 OF 2013) ("**POPIA**").

TO: \_\_\_\_\_

FROM: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

Contact number: \_\_\_\_\_

Email address: \_\_\_\_\_

### **PART A**

1. In terms of the PROTECTION OF PERSONAL INFORMATION ACT, consent for processing of personal information of a data subject (the person/entity to whom personal information relates) must be obtained for the purpose of processing of application for procurement of goods and services, in line with the NLC's supply chain management policy, and storage of your personal data by means of any form of electronic communication, including automatic calling machines, facsimile machines, SMSs or e-mail, which is prohibited unless written consent to the processing is given by the data subject. You may only be approached once for your consent by us (NLC). After you have indicated your wishes in Part B, Y

you are kindly requested to submit this Form either by post, facsimile or e-mail to the address, facsimile number or e-mail address as stated above.

2. "Processing" means any operation or activity or any set of operations, whether or not by automatic means, concerning personal information, including—
  - 2.1 the collection, receipt, recording, organisation, collation, storage, updating or modification, retrieval, alteration, consultation or use;

- 2.2 dissemination by means of transmission, distribution or making available in any other form; or
- 2.3 merging, linking, as well as restriction, degradation, erasure or destruction of information.
- 3. “Personal information” means information relating to an identifiable, living, natural person, and where it is applicable, an identifiable, existing juristic person, including, but not limited to—
  - 3.1 information relating to the race, gender, sex, pregnancy, marital status, national, ethnic or social origin, colour, sexual orientation, age, physical or mental health, well- being, disability, religion, conscience, belief, culture, language and birth of the person;
  - 3.2 information relating to the education or the medical, financial, criminal or employment history of the person;
  - 3.3 any identifying number, symbol, e-mail address, physical address, telephone number, location information, online identifier or other particular assignment to the person;
  - 3.4 the biometric information of the person;
  - 3.5 the personal opinions, views or preferences of the person;
  - 3.6 correspondence sent by the person that is implicitly or explicitly of a private or confidential nature or further correspondence that would reveal the contents of the original correspondence;
  - 3.7 the views or opinions of another individual about the person; and
  - 3.8 the name of the person if it appears with other personal information relating to the person or if the disclosure of the name itself would reveal information about the person.

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Full names of the designated person on behalf of the Responsible Party

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Signature of Designation person

## **PART B**

I, \_\_\_\_\_ (full names), duly authorized, hereby:  
Consent to the processing of my/our personal information for the application of  
procurement of goods and services, in line with the NLC supply chain management  
policy, in terms of section 11(1)(a) of POPIA.

**SPECIFY GOODS AND SERVICES (Edit/Click on services not required):**

- ☐ Product Information
- ☐ Product Updates
- ☐ Industry Newsletters
- ☐ Price Changes

Method of Communication will be via: Email/Postal

- ☐ Give my consent.

By Ticking the next box, I am aware that I am Digitally Signing this Consent  
request Form:

- ☐ Full Name:

Date:

### **WITHDRAWAL OF CONSENT ONCE GIVEN**

You may withdraw your consent at any time.

Write or email us at the address above, advising us of your consent withdrawal



**RFQ2026-008-026: PRICING SCHEDULE: APPOINTMENT OF A BOARD PORTAL FOR A PERIOD OF 5 YEARS.**

**PLEASE PROVIDE PRICES (VAT INCLUSIVE). FOR COMPARATIVE PURPOSES, PRICES MUST BE QUOTED ACCORDING TO THE SPECIFICATIONS PROVIDED BELOW:**

| LINE ITEM                                        | PRICE FOR YEAR 1 | PRICE FOR YEAR 2 | PRICE FOR YEAR 3 | PRICE FOR YEAR 4 | PRICE FOR YEAR 5 |
|--------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Training                                         |                  |                  |                  |                  |                  |
| Data migration at end of contract                |                  |                  |                  |                  |                  |
| Provision of fifteen (15) named user licences.   |                  |                  |                  |                  |                  |
| Cloud-hosted Board Portal Solution.              |                  |                  |                  |                  |                  |
| Software subscription for five years.            |                  |                  |                  |                  |                  |
| Total price                                      |                  |                  |                  |                  |                  |
| Total Price (VAT Inclusive) for (Y1+Y2+Y3+Y4+Y5) |                  |                  |                  |                  |                  |

Name of the bidder.....

Date.....