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 National Lotteries Commission (NLC)
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TERMS OF REFERENCE - INVITATION TO BIDDERS TO SUBMIT PROPOSALS FOR THE PROVISIONING OF AN INTEGRATED END TO END BUSINESS ENTERPRISE SOLUTION FOR THE NATIONAL LOTTERIES COMMISSION FOR PERIOD OF FIVE (5) YEARS

BID PROCESS	BID REQUIREMENTS
Tender number	NLC/2023 - 026
Bid Advertisement Date	15 th November 2023
Closing date and time	14 th December 2023 at 11:00 (South African Standard Time)
Tender validity period	120 business working days from the closing date
Compulsory Briefing meeting	<p>29th November 2023</p> <p>Time: 10h00</p> <p>Address: 333 Grosvenor Street, Block D Hatfield Gardens, Hatfield, Pretoria, 0083</p> <p>Bidders that are interested in attending the compulsory briefing session should send an email to bids@nlcsa.org.za to indicate their participation for parking arrangement which is limited to first come first served basis.</p>
Submission instruction:	<p>The bid document must be submitted ONLY via USB and be delivered to:</p> <p>Acting Manager: Supply Chain Management</p> <p>National Lotteries Commission</p> <p>333 Grosvenor Street, Block D, Hatfield Gardens Hatfield, Pretoria 0083</p> <p>Enquires ONLY can be emailed to: bids@nlcsa.org.za</p>

	NO email or hardcopies will be accepted.
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TERMS OF REFERENCE - INVITATION TO SUBMIT PROPOSALS FOR THE PROVISIONING OF AN INTEGRATED END TO END BUSINESS ENTERPRISE SOLUTION FOR THE NATIONAL LOTTERIES COMMISSION

SECTION 1: BACKGROUND, OVERVIEW AND RFP SCOPE OF REQUIREMENTS

1. INTRODUCTION

The National Lotteries Commission (NLC) is the only National Regulator for lotteries and sports pools in South Africa. The NLC regulates the National Lottery Operator, Society lotteries, Private Lotteries and Lotteries Incidental to exempt entertainment. The NLC ensures that the interest of all participants in lotteries are protected and ensure that all lotteries are conducted with due propriety. The NLC police any other lottery type schemes. The NLC monitors and regulates the running of various lottery competitions, including those organised by non-profit organisations to raise funds and by companies to promote their goods and services.

The NLC also serves as a Grant Funder, providing registered Non-Profit Organisations with funding to establish projects that improve the lives of everyday South Africans. Our grant funding focuses mainly in areas that require enough support to be able to bring growth and change within impoverished and disadvantaged communities. The impact of the NLC Grant Funding model is designed in a manner that plays a significant role in changing people's lives. The NLC as a commission are guided by a strict mandate, that governs its operations and helms the model of its grant funding.

The NLC does not adjudicate applications for funding or make allocations to organisations. This is done by committees known as Distributing Agencies which are appointed by the Minister of Trade and Industry and Competition, in conjunction with other relevant Ministers, after a process of public nomination. The NLC provides administrative support to the Distributing Agencies.

2. BACKGROUND

The NLC has a progressive modernisation strategy of becoming a more automated e-services focused, self-regulated and risk based orientated organization, to ensure better regulation, social upliftment, and accessibility to Grant Funding through innovation and an inclusive multi-channel services approach.

The NLC currently uses an Enterprise Solution that has reached end-of-life, and no upgrades are being considered.

The scope of this solution focuses primarily on grant applications, supply chain management, bidding processes, reporting, and repository services through front- and back-end applications (e.g., Oracle Fusion and PASTEL). API integration/Webservices and other data exchange services have been established between NLC and other source systems within both government and private sector partners and collaborators.

The NLC wishes to replace the current system with a new enterprise core business solution primarily:

- 1. The NLC utilises various disparate products to coordinate, facilitate and perform its broader mandate.** The strategy is to obviate and minimise current gaps in its mandate to perform key business functions effectively and efficiently. The organisational drive is to consider BIDS for the implementation of a single “one stop” solution technology stack to address both operational requirements of the NLC as well as managing NLC Customers who are currently engaging and transacting with the NLC through various business access channels.
- 2. The NLC has a requirement to procure a single-source solution to service all channel enquiries, stakeholder queries, grant applications, internal business, and technology queries to a central point of entry for more effective and efficient management and feedback of the Commission’s mandate as per legislation.**

This is expected to include, inter alia, core workflow applications such as Customer Relationship Management, Case and Query Ticketing and Management, Core Business Application Workflows; Backend Processing, API Collaboration with identified partners and fundamental Content and Records Management which will be further detailed in the Scope of Work and Services below.

- 3. To obtain and provide vital data driven knowledge management and business intelligence to inform and drive tactical and strategic interventions, to synchronise the customer grant applications lifecycle, grant queries, feedback, other related business mandates (with other departments).**

This requirement is driven by the need to utilise an appropriate cross-cutting solution aimed at creating fully-fledged business operations as well as an optimised customer Engagement Centre which would provide a seamless “omni” channel, multi-channel multimedia, multi-device integration functionality on a single technology platform to ensure NLC remains abreast and equipped for the digital age and to ensure practical access to available technical resources.

- 4. The NLC requires that all product and service channels are appropriately PoPI, PAIA and ISO compliant** and supports the implementation of standards and legislative requirements as per **4.3 COMPLIANCE TO ISO, LEGISLATIVE AND INDUSTRY BEST PRACTICE AND TECHNOLOGY STANDARDS** below.
- 5. The solution must include Website Portal access, access and collaboration with both public and private external stakeholders (such as CIPC, SARS, Home Affairs, Social development, etc.) that minimises risk,** Self Service capabilities (via Service Centres), USSD, Mobile applications, Call Centres, Webinars, User-Information sessions, Grant Application facilities and other related business service and operational offerings. It is a further requirement that the product contain integration capabilities to:
- 6. Harmonise all internal enterprise functions on to the single business solutions technology platform as specified in the Scope of Services and Work below.**
- 7. Provide a serviceable configuration to enable rapid deployment, ease of use, is secure, user configurable, and ensures application of secure digital/electronic signatures for non-repudiable**

transacting, approvals and records management and content tracking processes as detailed below; and

8. Ensure a user driven service level skills and capacity to optimise and reduce 3rd party maintenance costs.

3. OBJECTIVE

THE NLC SEEKS TO APPOINT A REPUTABLE AND WELL - ESTABLISHED SERVICE PROVIDER FOR THE PROVISIONING OF AN INTEGRATED END TO END BUSINESS ENTERPRISE SOLUTION FOR THE NLC TO ENABLE THE COMMISSION TO PROVIDE A LEVEL OF SERVICE WHICH IS OF A HIGH QUALITY, TARGET BASED AND MEETS THE EXPECTATIONS OF ALL ITS STAKEHOLDERS.

4. SCOPE OF WORK AND SERVICES TO BE PROVIDED

On being awarded the contract, the successful Bidder will be required to provide an Integrated Collaborative Business Enterprise System as per the requirements defined below:

4.1 SYSTEM FUNCTIONAL REQUIREMENTS:

Overview

As summarised above, the NLC requires a single source system integrating all written grant applications, supplier submissions, customer enquiries via its website and other on-line access platforms, including the NLC internal structure and provincial offices listed below:

The Solution Proposal must include:

- User customisation capability, integration to existing software/solutions in the NLC environment and requirements. This will include systems such MS 365, Oracle Fusion, PASTEL, Barn Owl etc.
- User serviceable branding (White Labelling) of the software/solution.
- Installation and commissioning.
- Development support and skills transfer to target resources.
- Collaboration functionality to source external 3rd party systems as contemplated in the Point 5 of the BACKGROUND Section above; and
- Optimal 3rd level maintenance and support for the proposed solution for a period of 60 months.

The proposed solution must be:

- **Scalable, allow for a minimum of 1000 concurrent external customer and 250 internal staff users**, with sub-second rapid response;
- **Cross-browser compatible with all reputable browsers and their supported versions used by consumers and must not be browser version sensitive**; and
- **Compatible with multiple consumer devices** e.g., desktop, laptops, as well as smart phones and tablets e.g., Android and iOS Operating systems.

The proposed software/solution must contain at least the following functionalities detailed below:

Logging and Accessing of Applications, Requests and Enquiries:

- 1.1 **Customers must be able to log onto the system via the NLC website with his or her existing account details as provided and authenticated (using multi-factor authentication) by the system.** Customer verification via a customer code is required with validation capability to the CIPC as mandated by law to monitor who accesses its information, allow identification of the customer who needs assistance and monitor behaviour of customers.
- 1.2 **The Customer's NLC Customer Code/ID Number and password must be integrated and enabled to sign on to the system accessing client configured authenticated secure rights.** The system must integrate in real-time with existing NLC system (Active Directory etc.) to authenticate customer credentials. This will also include that, if the customer changed his or her customer profile, that access to the online enquiry system will not be hampered and instances where customers do not have a customer code/ID Number and need assistance on how to create one (e.g., a "guest" option).
- 1.3 **Appropriate fields must be created according to NLC's needs.** The customer logging an enquiry needs to populate the fields when submitting an enquiry or grant application to NLC to allow for identification of the customer, the relevant transaction and preferred communication method.
- 1.4 **The system must generate a unique ticket number or reference number for traceability and auditability of the enquiry/ service request/ application submitted which should not be replicated.**
- 1.5 The system should facilitate Grant Applications and Submissions and must initiate the process to append secure digital signatures for transacting, approvals, escalations, and records tracking of up to 5 levels.
- 1.6 **It must be possible to select a Grant Application Category e.g., Arts & Culture, Sport etc. as specified in in the South African National Lotteries Act, which will then open the respective defined sub-categories (and sub-categories to be defined) and their specific compliance requirements.**

Further functionality for Grant queries, requests for information, overall status, etc. and based on that process, the request/query must be "queued" and submitted. **This specified functionality should facilitate and track performance, escalations, and "redirects" in cases of relevance as per 1.5 above.**
- 1.7 **Ability to automatically send a reply to customers in the medium of their choice i.e., email/SMS/WhatsApp as soon as a ticket/ application/ query is lodged to confirm receipt.**

- 1.8 **Customers must be able to view the responses by signing on to the website as well as receiving an email/SMS/WhatsApp notification of resolved or ongoing tickets.** The attachments to a ticket must also be sent by e-mail/WhatsApp to the customer.
- 1.9 **Customers must be able to raise queries, be provided with continuous query progress and satisfactory close-out with full log tracking for audit purposes.**
- 1.10 **The Customer and Back-office team members must be able to log onto the system, access multiple enquiry queues, must be able to respond multiple times on a single logged service request(s) or enquiries via the same system and if necessary, the ability to attach at least three documents/attachments at any one time (not more than 7Mb per attachment) in at least the following formats – PDF, TIFF, Word, Excel, JPEG ND HTML).**
- 1.11 **Optional, and for relevance, the system should have a facility for back-office team members, supervisors, managers, and system administrators to be notified of new or escalated enquiries.** Due to the number of incoming enquiries for specific categories certain category groups may opt not to receive such notifications.
- 1.12 **Each Category group or Business Unit must be able to “filter” or “view” all the tickets according to Date, Department or Category and, also transfer a ticket from one group to another with associated “filing priorities” and to view only those relevant to their business unit /division or specifically assigned to them as an individual.**
- 1.13 **Escalation/services levels to be customizable** according to NLC’s ongoing and changing requirements (e.g., in hours, minutes from date and time of logging requests).
- 1.14 **Provision for Screen Based input fields amendments, additions and deletions should be allowed without manipulation of processes. From indicative sizing perspective, Phase 1, which will focus on the Core Grant Operations process covers 13 stages with 520 input fields.**
- 1.15 **Simple integration into and compatible with IP based telephony systems.**

Workflow Processing and Administration:

- 1.16 **The system should have an authenticated role-based authorization capability.** Access control levels need to be built into the system e.g., to ensure that only the Grant Application and Approval authorised teams can respond to services related to Grant cycles.
- 1.17 **The system should have an automated query/service allocation mechanism and as per 1.10 to 1.12 above.**

More than one person per business unit needs to be able to work on a single queue but not simultaneously on similar requests and staff should be able to re-route the same query/request to relevant business units.
- 1.18 **The content of tickets (full content) must be printable** from the system and be exportable to pdf, as well as Word or Excel for quality assurance.

- 1.19 **Provision must be made for different statuses of a specific ticket(s) during all operational cycles, for auditing purposes.** e.g., Received, In-Progress (or processing), Pending Approval, Referred, Approved, Service Level Completed, Queried, Resubmitted, etc.
- 1.20 **It must be possible to save the standard responses/procedures and copy and paste these for repetitive responses/queries/ business cycles.**
- 1.21 **Automatic escalation of enquiries to a next level (at least but not limited to 3 levels up to senior/ executive manager) must be possible according to pre-set turn around standards** agreed upon with appropriate alerts and must be amendable by the NLC administrator(s) as and when needed.
- 1.22 **NLC end-users/ designated staff should be able perform configuration of workflow activity without involving software developers or the service providers.** Administrators of the system must be able to effect changes, redesign and add categories, forms, new report skillsets and users (etc.) without having to request such changes from the Service Provider.
- 1.23 **Integrated, easily retrievable archiving (5yr) capability.**

Documentation, Content and Records Management:

The proposed solution should include the following essential ECM and Records Management capabilities as well as the capacity to integrate/interface to more sophisticated ECM & RM systems such as Documentum, OpenText if required:

1.24 Records Classification and Retention Schedules:

- The proposed solution must support the classification of records in accordance with the records classification system outlined by the National Archives and Records Service of South Africa Act, Act 43 of 1996 (NARSSA) and as articulated and captured in the approved NLC File Plan.
- Maintain and adhere to retention schedules specified by NARSA for different categories of records and **must be compliant to ISO 15489 and as specified in 4.3 COMPLIANCE TO ISO, LEGISLATIVE AND INDUSTRY BEST PRACTICE AND TECHNOLOGY STANDARDS** below.

1.25 Document Capture and Ingestion

- Support for a wide range of file formats (e.g., PDF, TIFF, Word, Excel, JPEG ND HTML).
- Scanning and OCR (Optical Character Recognition) of paper documents utilizing NLC internal scanning facilities.
- Integration with email systems for capturing emails and attachments.

1.26 Document Storage, Organization and Disposal:

- Secure and scalable electronic/digital on premise and cloud replicated storage capabilities.
- Metadata and tagging support for document categorization.
- Version control for tracking document revisions.

- Folder structures and hierarchical file organization that supports the approved NLC File Plan.
- Secure records management capability that is tamper-proof with audit trails compliant to industry standards and best practice.
- Compliance to the provisions related to the disposal and destruction of records, including obtaining the necessary approvals and following specified delegations and procedures as specified in the approved NLC File Plan and as per **4.3 COMPLIANCE TO ISO, LEGISLATIVE AND INDUSTRY BEST PRACTICE AND TECHNOLOGY STANDARDS** below.

1.27 Document Search, Retrieval and Sharing:

- Advanced search capabilities, including full-text search.
- Integration with collaboration tools such as Microsoft Teams.
- Filters for refining search results.
- Saved searches and search alerts.
- Quick document preview without downloading.

1.28 Security and Access Control:

- Role-based access control (RBAC) for user permissions.
- Encryption for data at rest and in transit.
- Integration with existing authentication systems (e.g., LDAP, Active Directory).

1.29 Audit Trails, Reporting and Analytics:

- Solution must have robust audit trail capabilities to track actions taken on records, including who accessed, modified, or deleted them.
- Reporting tools for monitoring system usage and compliance.
- Analytics to track document access and usage patterns.

1.30 Inclusion of SLA'S / Performance Settings

- Single source SLA / Performance setting for department, process, and process owner.
- All business rules set-up from a single BUSINESS SET-UP interface that provides a suite of set-up criteria, SLA / Performance setting for department, process, and process owner. The developed SLA/Performance settings are then linked to the developed screens / forms and the respective workflow.
- SLA / Performance results need to be pulled through to the Reports facility, where standard and customized reports are accessed.

Workflow and Administration Monitoring and Reporting

1.31 Real-time Dashboard monitoring of status of tickets/service requests per categories, dates etc.

1.32 Ability to draw detailed reports –for example, the status of each ticket/ service, detailed statistics per business unit, number of processes, services, approvals queries answered per

person etc. The system reports must be customizable – for example each manager/ department must be able to draw reports specifically relevant to their unit or skillsets.

- 1.33 **Ability to sort the reports based on any of the fields required for query resolution** and/or trends analysis.
- 1.34 **Complete customer history search** or for a specific case within the total customer history.
- 1.35 **Quality Assurance capability** to embed audit plans of processes compliance auditing and data output validation as per **4.3 COMPLIANCE TO ISO, LEGISLATIVE AND INDUSTRY BEST PRACTICE AND TECHNOLOGY STANDARDS** below.
- 1.36 **“Raw Data” must be exportable and accessible, for example, to Excel, Power BI or any proposed reporting solution.** Reporting modules should have integration capabilities to existing or newly acquired reporting and BI tools.
- 1.37 **Ability to filter specific trends.**
- 1.38 **Tracking and tracing of undue activities utilizing smart detections reporting mechanisms is a critical requirement.**

Training and Skills Transfer:

- 1.39 **The successful bidder will be expected to provide face-to-face training** on utilization of the system for internal staff to a maximum of 250 staff members at the NLC offices or via MS Teams.
- 1.40 **A training manual and video for customers and one manual and video for internal users** on how to use the solution and its various functions **must be provided.**
- 1.41 **Training for Administrative/Managerial resources** will be required on users and administration of the system (e.g., how to create new forms /screens and apply workflow, how to create new categories/add fields, manage the Standard responses; add/remove staff members, create or add forms, fields, additional functions, etc.)
- 1.42 NLC appointed will provide technical resources and on-site Interns (10+), that will form part of the systems development team. The focus to be on the appointed service provider transferring skills to the NLC technical Resources and Interns for ongoing systems design, changes, administration, and support.
- 1.43 **It is expected that the training manuals and videos will be updated as and when requested** by NLC during the contract period.

Maintenance and Operations:

- 1.44 **Optimal 3rd level Maintenance and Support must be provided for a period of the contract** (60 months) for amendments, corrections, fixes, and new functionality. This should not exceed 3 x man-months per month in Year 1, 2 x man-months per month in Years 2 to 4 and 1 x man-month in Year 5 at current DPSA Rates or better.
- 1.45 **Ability to handle existing and new volume growth of documents and users. Current volumes indicate approximately 20,000 Grant Applications and 3,500 Grant Awards per**

annum resulting in approximately 20,000 profiles @ 150Megbytes per profile. This is expected to increase 3-fold in the next 2 to 3 years i.e., storage requirement growth from 10 Tbytes to 30 Tbytes over a 5-year period.

- 1.46 The technology of the system e.g., Database Management System, Operating System, language/framework, including any proprietary software utilized must be able to integrate with and migrate FROM target NLC systems.**

This subset includes Microsoft 365, Oracle Fusion Version 11.1.9 (9.2 On-Prem), Oracle 11g, Oracle SQL, Non-Oracle Stack is VM Ware Ver. 6.7.0 Other Server environments include Windows 2016 Standard up to 2023. Legacy Servers are on Windows 2012 PASTEL under Windows 7, and Barn Owl under Windows 2016 etc.

- 1.47 Ongoing practical compliance to applicable information security and technology standards and processes as per 4.3 COMPLIANCE TO ISO, LEGISLATIVE AND INDUSTRY BEST PRACTICE AND TECHNOLOGY STANDARDS below.**

Exclusions from scope:

- 1.48 NLC will be hosting and maintaining the website, data, and database in terms of which the solution will implemented. This will include On-Prem, On-Prem co-located sites and Cloud options.
- 1.49 NLC will be hosting and maintaining customer profile and internal user information although the proposed solution and the solution will have to integrate in “real-time” with NLC database systems/or other target source systems to validate access rights to customers and internal users.

Copyright:

- 1.50 Copyright of all documentation, electronic data, programme source codes, manuals, videos, and documents produced or prepared for NLC in respect of this Bid, (including training material) by or on behalf of the Bidder or emanating from this Contract shall vest in NLC, which shall have the right to adopt such for other projects.
- 1.51 Any base systems, programme source code, technical manuals or adaptations developed by the Bidder or its OEMS and suppliers prior to this Contract will be excluded.
- 1.52 The Bidder shall not, without written consent of NLC granted by a duly authorised official, use, copy or communicate to any person such documents or information, except as strictly necessary for the purposes of the Contract. In addition, and without limiting the foregoing, the Bidder shall deliver such documentation to NLC, immediately upon expiry or termination of the Contract.

4.2 SYSTEM TECHNICAL REQUIREMENTS:

Technical Requirements:

- 1.53 The system should be able to be hosted on-premises, cloud-based or hybrid deployable.
- 1.54 The system should **cross-browser compatible** with at least the latest reputable browsers e.g., Google Chrome, Firefox, Netscape, Microsoft Edge, others **and their supported versions used by consumers and must not be browser version sensitive.**
- 1.55 **The system should provide APIs that allow it to connect to other systems already existing in the NLC environment as per 1.45 above.**
- 1.56 The system should enable NLC staff to perform easy to use advanced technical configurations and enhanced business functionality.
- 1.57 The system should support quick and easy backup and restore functionality e.g., immutable data snapshotting.
- 1.58 The system should support a single sign-on capability and secured using multifactor authentication or better and have security built into all API interfaces.
- 1.59 The system must provide a detailed immutable audit trail(s) of all events performed on the system. and in compliance with financial regulations by enforcing versioning, audit trails, access controls, and retention policies specific to financial records.

Product features and other technical requirements:

The proposed solution technology stack should enable complete digitization and service automation, intuitive Self-Service capabilities including at least the following:

1.60 Minimum Requirements:

- Ease of implementing workflows that is customizable.
- Must have full workflow support for integrated electronic signatures and application of digital certificates.
- Easy to use integrative Performance Management within workflows.
- Security, data encryption and support fraud detection designed within specification.

1.61 Optimised Database Replication features for ease of compatible integration to existing legacy source systems:

- Distributed database architecture.
- Encrypted configuration.
- Security breach alerts and application of anti-corruption security identification.

1.62 Must have the ability to provide comprehensive Case Management, CRM, Call Logging and Ticketing, Workflow and ECM functionality in the proposed single technology stack:

- Simple, easy effective user-based tools and interfacing to allow end user configuration and system amendments.
- Easy skills transfer and simplified technology product set.
- Optimal Self-maintenance of the business stack by the NLC.

4.3 COMPLIANCE TO ISO, INDUSTRY BEST PRACTICE AND TECHNOLOGY STANDARDS:

The proposed solution technology stack, solution and services should accommodate the following Legislative and Standards Requirements:

- **The Electronic Communications and Transaction (ECT) Act of 2002:** Provides for the facilitation and regulation of electronic communications and transactions; to provide for the development of a national e-strategy for the Republic; to promote universal access to electronic communications and transactions and the use of electronic transactions by SMMEs; to provide for human resource development in electronic transactions; to prevent abuse of information systems; to encourage the use of e-government services; and to provide for matters connected therewith.
- **The Protection of Personal Information (POPI) Act of 2014:** The purpose of the POPI Act is to ensure that all South African institutions conduct themselves in a responsible manner when collecting, processing, storing, and sharing another entity's personal information by holding them accountable should they abuse or compromise personal information in any way.
- **COBIT (Control Objectives for Information and related Technology):** Is regarded as the world's leading ICT governance and control framework. COBIT provides a reference model of 34 possible IT processes typically found in an organization. Each process is defined together with process inputs and outputs, key process activities, process objectives, performance measures and an elementary maturity model. Originally created by ISACA, COBIT ® is now the responsibility of the ITGI (IT Governance Institute).
- **ITIL (IT Infrastructure Library):** is a high-level framework that provides information on how to achieve successful operational service management of ICT. ITIL was developed and is maintained by the United Kingdom's Office of Government Commerce in partnership with the IT Service Management Forum. While not specifically focused on ICT governance itself, the process-related information is an essential reference source for monitoring and the continuous improvement of the ICT service management function.
- **Certified : ISO 9001 - Standards for a Quality Management System.**
- **Recommended : ISO 12653 – Standards for Electronic Imaging.**
- **Compliant to : ISO 13008 - Digital records conversion and migration process.**
- **Recommended : ISO 14001 - Certification for Environmental Management System.**
- **Compliant to : ISO 15489 - Records Management.**

- Compliant to : ISO 22301 - Business Continuity Management.
- Compliant to : ISO 27001 - Certification and High-Quality Data Encryption.
- Compliant to : ISO 27002 - Code of Practice for Information Security.
- Compliant to : ISO 37001 - Anti Bribery Management System.
- Compliant to : ISO 27031 - ICT Readiness for Business Continuity.
- Recommended : ISO 27032 - Guidelines for Cybersecurity.
- Compliant to : ISO 27701 - Privacy Information Management.
- Compliant to : ISO 31000 - Risk Management Standard.
- Recommended : ISO 45001 - Requirements for OHS management Systems.
- That the Bidder/OEM/Supplier is ISO 27001 compliant and accredited for both software development and operations related to the Services.
- That all repositories utilized are at least DoD 5015.2
- All relevant legislation applicable to NLC.

5. KEY DELIVERABLES

It is expected that the NLC Digitisation/Modernisation Programme will take place in 2 Major Phases:

Phase 1 will include:

Delivery of a practical, implementable Solutions Programme Methodology and Approach for development, deployment, and ongoing support of a Core Business Solution for the NLC for five (5) years.

- Within the above, the delivery and deployment of the NLC Core Grant Management System within 8 to 12 weeks of signature of SLA.
- Seamless API/Webservices integration with CIPC, Department of Home Affairs (DHA) within 8 to 12 weeks of signature. Other interfaces that must be integrated as soon as approval is granted must be implemented in the same platform (Department of Social Development (DSD) and SARS).
- Further API/Webservices integration with the National Treasury Central Supplier Database and e-Tendering System, Proudly South African and selected major Banks within 20 weeks of signature.
- Integration with NLC's future IP based telephony system within 16 weeks of signature.
- Skills transfer plan to NLC identified target resources within the first 8 weeks of signature.
- System to support all 9 Provincial Offices and hybrid working environment.

Phase 2 will, which could start in parallel with Phase 1 but without impacting Phase 1, will include development of and integration into inter alia the following systems/solution to be built into the selected platform and be operational by December 2024.

- **Company Secretariat:**
 - Board & Ethics.
 - Records Management.
 - Organizational Compliance & Governance.
- **Commissioners Office:**
 - Corporate performance.
 - Distributing Agencies.
- **Finance (SCM and Facilities):**
 - Supply Chain Management.
 - Facilities:
 - Fleet Management.
 - Maintenance.
 - Travel Management.
 - Security Services.
 - Auxiliary Services (Board Room bookings, Hygiene Cleaning, Parking Allocation, Office Supplies).
 - Time & Attendance.
- **Information Communication Technology- ICT:**
 - Enterprise Architecture
 - Infrastructure and Networks Support:
 - Support Call Logging, Ticketing and Management.
 - Infrastructure Performance Monitoring & Management.
 - Business Analysis
- **Internal Auditing:**
 - Internal Audit (Information Systems).
 - Internal Audit (General assurance).
 - Case Management.
- **Risk & Legal:**
 - Risk & Audit Tool Integration e.g., Barn Owl.
 - Legal Support.
 - Forensic investigations.
- **Human Capital:**
 - Employee Relations, Wellness and Self-Service
 - Training and Development.
 - Remuneration and Benefits.

- OHS and Quality.
- Recruitment.
- Performance Management.
- Payroll.
- **Regulatory Compliance:**
 - Regulatory Compliance and Enforcement.
- **Business Development:**
 - Monitoring and Evaluation and Impact Analysis.
 - Research and Development and Knowledge Management,
 - Big Data Analytics
- **Marketing and Communications**
 - Communications.
 - Marketing.
 - Stakeholder Engagement.
- **9 Provincial Offices that run the grant operations covered in Phase 1**

6. DURATION OF THE PROJECT

The duration of the Programme and Support services is for a period of 5 years from the date of signing of the Service Level Agreement (SLA).

SECTION 2: NOTICE TO BIDDERS

1. Terms and Conditions of Request for Proposal (RFP).

- 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 RFP 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 RFP 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.
- 1.8 Suppliers must provide their CSD registration number (and attach a current CSD Registration report) and ensure that their tax matters are compliant.
- 1.9 All questions regarding this RFP must be forwarded to bids@nlcsa.org.za.
- 1.10 Any supplier who has reasons to believe that the RFP 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 RFP 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 RFP 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 RFP shall take precedence.
- 2.2.2 Where this RFP is silent on any matter, the relevant stipulations addressing such a 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 are 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.

3. Language

- 3.1.1 Bids shall be submitted in English.

3.2 Gender

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

3.3 Headings

- 3.3.1 Headings are incorporated into this RFP 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.

3.4 Occupational Injuries and Diseases Act 13 of 1993

- 3.4.1 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.

3.5 Processing of the Bidder's Personal Information

- 3.5.1 All Personal Information of the Bidder, its employees, representatives, associates, and sub-contractors ("Bidder Personal Information") required under this RFP 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.
- 3.5.2 All Personal Information collected will be processed in accordance with POPIA and with the Commission's Data Privacy Policy.
- 3.5.3 The following persons will have access to the Personal Information collected:
- 3.5.3.1 The Commission personnel participating in procurement/award procedures; and
- 3.5.3.2 Members of the public: within seven working days from the time the bid is awarded, the following

information will have to be made available on National Treasury's e-Tender portal:

3.5.3.2.1 contract description and bid number.

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

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

3.5.3.2.4 contract period.

3.5.3.2.5 names of directors; and

3.5.3.2.6 date of completion/award.

3.5.4 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.

3.5.5 In signing this document, the Bidder consents to the use of its Personal Information for the purposes as specified in section 2.8.1 to 2.8.4 above.

4. Formal Briefing Session

4.1 **A formal briefing session will be held on 29th November 2023 at 10h00.**

5. Validity Period

5.1 The Commission requires a validity period of 120 Business Days [14 December 2023] against this RFP.

5.2 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.

6. National Treasury's Central Supplier Database

6.1 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.

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

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

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

7. Confidentiality

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

7.2 The Commission reserves all the rights afforded to it by the POPIA in the processing of any of its information as contained in Bid Proposals.

7.3 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 RFP and in accordance with any applicable

law.

- 7.4 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.

8. Communication

- 8.1 Specific queries relating to this RFP should be submitted bids@nlcsa.org.za, before the closing date.
- 8.2 In the interest of fairness and transparency the NL C's response to such a query may be made available to other bidders.
- 8.3 It is prohibited for Bidders to attempt, either directly or indirectly, to canvass any officer or employee of the NLC in respect of this RFP between the closing date and the date of the award of the business.
- 8.4 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.

9. Pricing

9.1 Bid Price

- All services' pricing should be inclusive of all taxes etc. and payment shall be made in South African Rand.
- Bidders are required to provide the pricing breakdown according to the scope of work and services to be provided and key deliverables as provided in the TOR. Kindly refer to page 6 – 15 for the scope of work and services and page 15 – 17 for the key deliverables. The pricing breakdown and total bid price must be for a period of 5 years. Bidders are required to use their proposed pricing schedule aligned to the scope of work and services and key deliverables. Bidders' proposed pricing based on additional requirements outside the NLC scope of work and services and key deliverables or any deviation from the NLC requirements will not be considered.
- Bidders are required to submit the pricing schedule with breakdown as "*Annexure A*" according aligned to the NLC scope of work and services and key deliverables.

9.2 Prices Adjustments

Prices submitted for this bid will be regarded as non-firm subject to the following price adjustments:

- Annual price adjustment;

- Bidders are required to include all necessary price adjustments for the term period (5 years) of the contract; and
- Application for price adjustments by the successful bidder to be accompanied by documentary evidence in support of any adjustment on annual basis.

Section 3: EVALUATION CRITERIA

The six (6) phase/stage evaluation criteria will be considered in evaluating the proposals, these being as follows:

Stage 1: Tender Closing and Opening

1.1 Tender closing details

The deadline for Tender submission is **14th December 2023** at 11:00 am Standard South African Time. Any late tenders will not be accepted. Tenders are to be submitted to the NLC's tender box at the following physical address:

National Lotteries Commission

333 Grosvenor Street

Block D, Hatfield Gardens

Hatfield,

Pretoria

0083

1.2 Bid Formats

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

Only electronically submissions in the form of a Universal Serial Bus (USB) will be accepted and Bidders are encouraged to use this method of electronic bid submission.

Bid submission guidelines:

Bidders are required to ensure that the bid submission is saved properly and accessible on the USB as blank/empty USB's will be disqualified.

The USB must be clearly marked with the name of the bidder and arranged and properly as follows:

- Mandatory Bid Compliance Documents, Standard Bidding Documents (SBD) Forms, Technical and Financial Proposals must be submitted in one (1) electronic (USB) submission.
- Bidders are requested that folders in the electronic submission be separated, properly named, and indexed as follows:
- **Folder 1: Mandatory Bid Compliance Documents and SBD Forms.**
- **Folder 2: Technical Proposal; and**
- **Folder 3: Financial (Price) Proposal.**

NB! 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.

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:

- Traffic.
- Struggling to find parking.
- Courier arriving late.

Stage 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
Returnable Documents and/or schedules [where applicable] were completed and returned by the closing date and time.	Bid proposal and standard bidding documents.
Bid contains a priced offer.	Pricing schedule.
Bidder tax affairs in order.	Current & Valid Tax Compliance System Pin / Current Central Supplier Database (CSD) with tax compliant status.
Bidders' registration on the CSD. Only foreign suppliers with no local registered entity need not register on the CSD.	Proof of CSD registration reflecting Tax compliant status.
Returnable documents (Standard Bidding Documents) and/or schedules were completed, duly signed by the authorised person.	SBD Forms duly completed and signed and pricing

	schedule.
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Stage 3: Mandatory Compliance

All bid respondents must submit mandatory documents that comply with all required mandatory requirements. Bids that do not fully comply with the mandatory requirements will be disqualified and will not be considered for further evaluation.

The Mandatory Compliance Evaluation will include the following:

Evaluation Criteria	Supporting Document
1. In the event of the bidder being in a joint venture (JV), a signed JV agreement must be submitted (where applicable).	JV Agreement.
2. Bidders must submit a fully complete declaration of interest form (failure to declare honestly will lead to bidder being disqualified).	SBD 4.
3. OEM ISO 9001 Certification The certificate must be in the name of the bidder.	Certified ISO 9001.2015 Certificate

Failure to comply with the above mandatory requirements will render your submission non-responsive and unacceptable.

Stage 4: Technical evaluation

3.1 The following rating scale will be used to evaluate bid proposals:

Table 1: Rating Scale

Rating	Definition	Score
Excellent	Exceeds the requirement. Exceptional demonstration by the bidder of the relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services. Response identifies factors that will offer potential added value, with supporting evidence.	5
Good	Satisfies the requirement with minor additional benefits. Above average demonstration by the bidder of the relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services. Response identifies	4

	factors that will offer potential added value, with supporting evidence.	
Acceptable	Satisfies the requirement. Demonstration by the bidder of the relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services, with supporting evidence.	3
Minor Reservations	Satisfies the requirement with minor reservations. Some minor reservations of the supplier's relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services, with little or no supporting evidence.	2
Serious Reservations	Satisfies the requirement with major reservations. Considerable reservations of the bidder's relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services, with little or no supporting evidence.	1
Unacceptable	Does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the bidder has the ability, understanding, experience, skills, resource & quality measures required to provide the goods / services, with little or no supporting evidence.	0

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

Rating scale of 0 – 5 to be applied.

The following weighting system will apply and only bidders scoring a minimum of 70 points or more will be eligible to migrate to the evaluation phase of this bid.

EVALUATION CRITERIA	Scoring Matrix	% Weight
1. Company Experience and Capability		
1.1. Written Reference Letters		10%
<p>Provide written reference letters of similar work undertaken by the bidder within the previous 10 years. Specific details must be given to indicate the extent to which these previous experiences relate to the work described in the Terms of Reference.</p> <p>The Bidder must provide information regarding their experience to render the required services by submitting at least two (2) written reference letters. Specific details must be given to indicate the extent to which these previous experiences relate to rendering the Scope of Services required.</p> <p>The reference letter must be specific to the scope of this bid. This should be presented on an official compliant letterhead from clients where similar services have been provided. The date on the letter must not be older than 10 years from the closing date of this submission.</p> <p>Multiple letters of reference from one client will be regarded as one reference, despite it being for different appointments for the same services. Letters must include the company name, contact name, address, phone number, a brief description of the services that you provided and signed.</p> <p>Appointment letters will not be accepted.</p>	<ul style="list-style-type: none"> No reference letters = 0 Point. One reference letter = 1 Point. Two reference letters = 3 Points. Three or more reference letters = 5 Points. 	
1.2. Company Experience & Capability		10%

EVALUATION CRITERIA	Scoring Matrix	% Weight
<p>Bidders are required to submit their company profile demonstrating that they have the capacity to render the required service as per the Terms of Reference (TOR).</p> <p>The profile must contain the entity's total number of years of experience, and achievements in the delivery, deployment implementation and support of the solutions required in the TOR.</p> <p>Specific details must be given to indicate the extent to which these previous experiences relate to rendering services as per the TOR.</p>	<ul style="list-style-type: none"> • No information provided = 0 Point. • Company profile with company experience of 1 to 2 years = 1 Point. • Company profile with company experience of greater than 2 up to and including 4 years = 2 Points, • Company profile with company experience of greater than 4 up to and including 6 years = 3 Points. • Company profile with company of greater than 6 up to and including 8 years = 4 Points. • Company profile with company experience of more than 8 years = 5 Points. 	
2. Resource Capacity and Ability to Implement		
2.1. Experience and Qualifications of Project Lead / Manager		10%

EVALUATION CRITERIA	Scoring Matrix	% Weight
<p>Kindly attach an abridged CV of the Project Lead/Manager. No points will be allocated if no CV is submitted.</p>	<ul style="list-style-type: none"> • Experience from 8+ years in the delivery, deployment implementation and support of the solutions required in the TOR = 5 Points. • Experience from 4+ up to and including 8 years in the delivery, deployment implementation and support of the solutions required in the TOR = 3 Points. • Experience less than 4 years in the delivery, deployment implementation and support of the solutions required in the TOR = 1 Points. • No Experience indicated = 0 Points. 	
<p>3. Project Management, Methodology and Functional Requirement Compliance.</p>		
<p>This section considers the comprehensiveness in responding to the TOR, the level of detail in the proposal,</p>		

EVALUATION CRITERIA	Scoring Matrix	% Weight
attention to project management and innovative approaches and ideas. Bidder's extensive understanding of the assignment (methodology, proposed work plan and functional requirements).		
3.1. Project Plan Approach to the Scope		10%
<p>The service provider must demonstrate an understanding of the scope of services required by submitting a detailed project plan that demonstrates how the scope of work in the delivery, deployment implementation and support of the solutions and the deliverables in section 4 & 5 required in the TOR will be delivered.</p>	<ul style="list-style-type: none"> • The project plan does not meet the requirement. Does not comply and/or provided insufficient information relating to the requirements outlined on the scope of work. = 0 Point. • The project plan satisfies the requirement with major reservations. Considerable reservations of the supplier's relevant ability, understanding, services, with little or no supporting evidence on the scope of work. = 1 Point. • The project plan satisfies the requirement with minor 	

EVALUATION CRITERIA	Scoring Matrix	% Weight
	<p>reservations.</p> <p>Some minor reservations of the supplier's relevant ability, understanding services on the scope of work = 2 Points.</p> <ul style="list-style-type: none"> • The project plan satisfies the requirement. Demonstration by the supplier of the relevant ability, understanding, services, with supporting evidence on the scope of work. = 3 Points. • The project plan satisfies the requirement with minor additional benefits. Above average demonstration by the supplier of the relevant services. Response identifies factors that will offer potential added value, with supporting 	

EVALUATION CRITERIA	Scoring Matrix	% Weight
	<p>evidence on the scope of work. = 4 points.</p> <ul style="list-style-type: none"> • The project plan Exceeds the requirement. Exceptional demonstration by the supplier of the relevant ability, understanding, services. Response identifies factors that will offer potential added value, with supporting evidence on the scope of work. = 5 Points. 	
3.2. Methodology Approach to the Scope		10%
<p>The bidder must describe the methodology approach on how the delivery, deployment implementation and support of the solutions and deliverables required in the TOR will be addressed according to the scope of work in Section 4 and 5 of this document.</p>	<ul style="list-style-type: none"> • Does not meet the requirement. Does not comply and/or provided insufficient information relating to the requirements outlined on the scope of work. = 0 Point. • Satisfies the requirement with major 	

EVALUATION CRITERIA	Scoring Matrix	% Weight
	<p>reservations. Considerable reservations of the supplier's relevant ability, understanding, services, with little or no supporting evidence on the scope of work. = 1 Point.</p> <ul style="list-style-type: none"> • Satisfies the requirement with minor reservations. Some minor reservations of the supplier's relevant ability, understanding services on the scope of work = 2 Points. • Satisfies the requirement. Demonstration by the supplier of the relevant ability, understanding, services, with supporting evidence on the scope of work. = 3 Points. • Satisfies the requirement with 	

EVALUATION CRITERIA	Scoring Matrix	% Weight
	<p>minor additional benefits. Above average demonstration by the supplier of the relevant services. Response identifies factors that will offer potential added value, with supporting evidence on the scope of work. = 4 Points.</p> <ul style="list-style-type: none"> • Exceeds the requirement. Exceptional demonstration by the supplier of the relevant ability, understanding, services. Response identifies factors that will offer potential added value, with supporting evidence on the scope of work. = 5 Points. 	
3.3. Functional Requirement Compliance		45%

EVALUATION CRITERIA	Scoring Matrix	% Weight
<p>The service provider must demonstrate an understanding of how the scope of services as specified in the Scope of Work and Deliverables in the TOR will be delivered.</p> <p>Bidders must indicate their compliance to the following requirements in tabular form:</p> <p>1. The proposed solution(s) must include:</p> <ul style="list-style-type: none"> • User customisation capability, integration to existing software/solution to the NLC environment and requirements. • User serviceable branding (White Labelling) of the software/solution. • Installation and commissioning. • Development support and skills transfer Plan to target resources. • Collaboration functionality to source external 3rd party systems; and • 3rd level maintenance and support for a period of 60 months. • The proposed solution must also be scalable, allow for a minimum of 1000 concurrent external customer and internal staff users, with rapid response, compatible with all browsers used by consumers, must not be cross-browser version sensitive, and compatible with multiple consumer devices e.g., desktop, laptops, as well as smart phones and tablets e.g., Android and iOS Operating systems. <p><u>Bidders must indicate their compliance to the above.</u></p> <p>2. Provide a detailed, tabular compliance response checklist to the Requirements specified from 1.1 to 1.62 in Section 4 (Scope of Work) of this document:</p>	<p>Bidders will be scored according to their % Compliance to the listed Criteria.</p> <p>These will be split evenly across 5 Percentiles as follows:</p> <p>80 to 100% = 5 Points</p> <p>60 to 79% = 4 Points</p> <p>40 to 59% = 3 Points</p> <p>20 to 39% = 2 Points</p> <p>0 to 19% = 1 Points</p>	
3.4. ISO, Industry Best Practice and Technology		5%

EVALUATION CRITERIA	Scoring Matrix	% Weight
Standards		
<p>The Bidder must indicate <u>their sustainable compliance</u> in tabular form of the Legislative and Standards Compliance Requirements as set out in 4.3 of the Terms of Reference.</p> <p>Bidders must note the mandatory ISO9001.2015 Compliance requirement, the compliance, and recommended requirements of 4.3.</p>	<p>Bidders will be scored according to their % Compliance to the listed Criteria.</p> <p>These will be split evenly across 5 Percentiles as follows:</p> <p>80 to 100% = 5 Points</p> <p>60 to 79% = 4 Points</p> <p>40 to 59% = 3 Points</p> <p>20 to 39% = 2 Points</p> <p>0 to 19% = 1 Point</p>	
Total:		100%

Total Weighting:	
Minimum qualifying score required:	70

Points awarded will be allocated to the weighting. For example, if the weighting is 40, 5 points equates to 40. Only bidders that scored the minimum technical qualifying score of 70 and above will be evaluated further o Pricing and Special Goal.

Stage 5: Pricing and Special Goals

The evaluation for Pricing and Special goal will include the following:

Table 5.1

Evaluation Criteria	Final Weighted Scores
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<p>Price</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>P_s = Score for the Bid under consideration</p> <p>P_t = Price of Bid under consideration</p> <p>P_{min} = Price of lowest acceptable Bid</p>	80
	80

Table 5.2

1. Procurement from entities who are at least 51% Black Owned	Sub - points for specific goals	Maximum points for specific goals	Evidence Required
91% - 100%	10	10	CSD Summary Report reflecting Company Ownership Percentage
81% - 90%	9		
71% - 80%	8		
61% - 70%	7		
51% - 60%	6		
41% - 50%	5		
0% - 40%	0		
2. B-BBEE Status Level of Contributor		10	B-BBEE Certificate / B-BBEE Sworn Affidavit
Level 1 - EME /QSE	10		
Level 2 - EME /QSE	9		
Level 1 - Generic / Level 3 EME / QSE	8		
Level 2 - Generic / Level 4 EME / QSE	7		
Level 3 - Generic / Level 5 EME / QSE	6		
Level 4 - 5 Generic / Level 6 EME / QSE	5		
Level 6 - 8 Generic and Non – Compliant / Level 7 - 8 EME / QSE and Non – Compliant	0		
Total Points			20

Stage 6: Due Diligence

NLC reserves the right to conduct supplier due diligence prior to final award or at any time

during the contract period. This may include site visits and requests for additional information.

Stage 7: Contract and Award

This stage is for negotiation after receipt of formal proposals and before the conclusion of contracts with suppliers/contractors submitting the lowest acceptable tender price 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 their confidence or trust in the competitive system adversely.

Bidders may be requested to provide their Best and Final Offers based on contract negotiation.

PART A INVITATION TO BID

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (NAME OF DEPARTMENT/ PUBLIC ENTITY)					
BID NUMBER:	NLC / 2023 - 026	CLOSING DATE: 14 DECEMBER 2023	CLOSING TIME:	11H00	
DESCRIPTION	APPOINTMENT OF A SERVICE PROVIDER FOR THE PROVISIONING OF AN INTEGRATED END TO END BUSINESS ENTERPRISE SOLUTION FOR THE NATIONAL LOTTERIES COMMISSION FOR A PERIOD OF FIVE YEARS				
BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED AT (STREET ADDRESS)					
NATIONAL LOTTERIES COMMISSION OFFICE					
333 GROSVENOR STREET, BLOCK D HATFIELD GARDENS, HATFIELD, PRETORIA, 0083					
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO			TECHNICAL ENQUIRIES MAY BE DIRECTED TO:		
CONTACT PERSON	Penelope Soyingwa / Bojane Mosima		CONTACT PERSON	Penelope Soyingwa / Bojane Mosima	
TELEPHONE NUMBER	(012) 432 1414 / (012) 432 1344		TELEPHONE NUMBER	(012) 432 1414 / (012) 432 1344	
FACSIMILE NUMBER			FACSIMILE NUMBER		
E-MAIL ADDRESS	bids@nlcsa.org.za		E-MAIL ADDRESS	bids@nlcsa.org.za	
SUPPLIER INFORMATION					
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:		OR	CENTRAL SUPPLIER DATABASE No:	MAAA
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	TICK APPLICABLE BOX] <input type="checkbox"/> Yes <input type="checkbox"/> No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT		[TICK APPLICABLE BOX] <input type="checkbox"/> Yes <input type="checkbox"/> No
[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT (FOR EMES & QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]					
ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ENCLOSE PROOF]		ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?		<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES, ANSWER THE QUESTIONNAIRE BELOW]
QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS					
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?					<input type="checkbox"/> YES <input type="checkbox"/> NO
DOES THE ENTITY HAVE A BRANCH IN THE RSA?					<input type="checkbox"/> YES <input type="checkbox"/> NO
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?					<input type="checkbox"/> YES <input type="checkbox"/> NO
DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?					<input type="checkbox"/> YES <input type="checkbox"/> NO
IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?					<input type="checkbox"/> YES <input type="checkbox"/> NO

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 2.3 BELOW.

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.
- 2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
- 2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
- 2.6 WHERE NO TCS PIN IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
- 2.7 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:

.....



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,

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.

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

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

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

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 and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are 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. Bidder's declaration

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest¹ in the enterprise, employed by the state? **YES/NO**

2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

¹ the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

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

2.2.1 If so, furnish particulars:

.....

...

.....

...

2.3 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**

2.3.1 If so, furnish particulars:

.....

.....

3 DECLARATION

I, _____ the _____ undersigned,
(name).....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 not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium² will not be construed as collusive bidding.
- 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.
- 3.4 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.

² Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

- 3.5 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.
- 3.6 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 No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....

.....

Signature

Date

.....

.....

...

Position

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

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)

1.2 To be completed by the organ of state

- a) The applicable preference point system for this tender is the **80/20** preference point system.
- b) The **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.

1.4 To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

	POINTS
PRICE	80
SPECIFIC GOALS	20
Total points for Price and SPECIFIC GOALS	100

1.5 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.

1.6 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.

2. 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).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1 POINTS AWARDED FOR PRICE

1.1.1 THE 80/20 PREFERENCE POINT SYSTEM

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

80/20

$$Ps = 80 \left(1 - \frac{Pt - P_{min}}{P_{min}} \right)$$

Where

- Ps = Points scored for price of tender under consideration
- Pt = Price of tender under consideration
- Pmin = Price of lowest acceptable tender

1.2 FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME-GENERATING PROCUREMENT

Where

- Ps = Points scored for price of tender under consideration
- Pt = Price of tender under consideration
- Pmax = Price of highest acceptable tender

2. POINTS AWARDED FOR SPECIFIC GOALS

4.1. 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:

4.2. 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 both the 90/10 and 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 either the 90/10 or 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.)

1. Procurement from entities who are at least 51% Black Owned	Sub - points for specific goals	Maximum points for specific goals	To be filled by the bidder
91% - 100%	10	10	
81% - 90%	9		
71% - 80%	8		
61% - 70%	7		
51% - 60%	6		
41% - 50%	5		
0% - 40%	0		
2. B-BBEE Status Level of Contributor			
Level 1 - EME /QSE	10		

Level 2 - EME /QSE	9	10	
Level 1 - Generic / Level 3 EME / QSE	8		
Level 2 - Generic / Level 4 EME / QSE	7		
Level 3 - Generic / Level 5 EME / QSE	6		
Level 4 - 5 Generic / Level 6 EME / QSE	5		
Level 6 - 8 Generic and Non – Compliant / Level 7 - 8 EME / QSE and Non – Compliant	0		
Total Points			20

DECLARATION WITH REGARD TO COMPANY/FIRM

4.3. Name of company/firm.....

4.4. Company registration number:

4.5. TYPE OF COMPANY/ FIRM

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

4.6. 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*
- (e) *alteram partem* (hear the other side) rule has been applied; and
- (f) forward the matter for criminal prosecution, if deemed necessary.

.....
SIGNATURE(S) OF TENDERER(S)

SURNAME AND NAME:

DATE:

ADDRESS:

.....

.....

.....