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National Lotteries Commission (NLC)

P.O Box 1556 Brooklyn Square 0083, Pretoria

NATIONAL LOTTERIES COMMISSION

APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT CHANGE MANAGEMENT AND ORGANISATIONAL CULTURE CHANGE, AT THE NATIONAL LOTTERIES COMMISSION FOR A PERIOD OF THREE (3) YEARS

BID PROCESS	BID REQUIREMENTS
Tender number	NLC/2025-005
Bid Advertisement Date	12 May 2025
Closing date and time	12 June 2025 @ 11:00 (South African Standard Time)
Tender validity period	120 business working days <i>from the closing date</i>
Compulsory Briefing meeting	Date: 23 May 2025 Time: 11:00 Venue: NLC Offices - 333 Grosvenor Street, Block D, Hatfield Gardens, Hatfield, Pretoria
Submission instruction:	<p>The ORIGINAL bid document must be submitted together with ONE USB and must be delivered to:</p> <p>Supply Chain Management National Lotteries Commission 333 Grosvenor Street Block D, Hatfield Gardens Hatfield, Pretoria 0083</p> <p>Enquires ONLY can be emailed to: Bids@nlcsa.org.za and maureen@nlcsa.org.za</p> <p>NO email or hardcopies will be accepted.</p>

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SECTION 1: BACKGROUND, OVERVIEW AND RFP SCOPE OF REQUIREMENTS

1. INTRODUCTION

- 1.1.** The National Lotteries Commission (NLC) was established in terms of the Lotteries Act No. 57 of 1997, as amended (Lotteries Act) to regulate the National Lottery as well as other lotteries and societies.
- 1.2.** The NLC aims to ensure that funds raised through the National Lottery are distributed equitably and expeditiously across South Africa to advance social upliftment of communities in need with the aim of addressing poverty and reducing inequalities in line with the National Development Plan.
- 1.3.** The NLC is required to apply principles of openness and transparency in the exercise of its functions assigned to it in terms of the Lotteries Act No 57 of 1997.

2. BACKGROUND

- 2.1.** The NLC employs over 300 personnel across nine provincial offices, with the Head Office based in Pretoria, Gauteng. The organisation has embarked on an organisation-wide modernisation process that aims to build a fit-for-purpose, well-governed, quality-focused and a customer-centric organisation.
- 2.2.** The NLC has adopted a socio-technical approach to the modernisation project (digitalising processes). This means that a balance must be struck between (i) the strategic vision of the organisation; (ii) the technology and tasks needed for organisational productivity and to meet objectives; and (iii) the needs and aspirations of leadership and staff.
- 2.3.** The modernisation project has a strong focus on business process reengineering (BPR) enabled by the development and implementation of digital systems and applications to improve efficiencies, good governance and compliance; and deliver value to customers and stakeholders.
- 2.4.** To support the modernisation process and drive positive change, the NLC requires an experienced service provider to implement change management at the National Lotteries Commission for a period of three years.
- 2.5.** A phased approach was adopted for the modernisation process. Service providers should therefore note that substantive work has already been done in some areas. The starting point should be a review of work done, lessons learned, and the development of a roadmap to strengthen existing initiatives, build on successes, and conclude the modernisation and renewal process by the end of the three-year period. During a compulsory briefing session details will be provided on the work already done to allow for an accurate budget and implementation plan.
- 2.6.** Service providers should develop skills transfer plan for the NLC's Human Capital Management (HCM) staff through the delivery of the Programme.

3. OBJECTIVE

NLC invites suitably qualified and experienced service providers to submit a proposal for the: -

- 3.1** Fostering an ethical and agile organisational culture through participatory processes that re-frame perceptions, build trust and enable adaptation and behaviour change.
- 3.2** Supporting leadership and staff to drive organisational change with empathy and emotional competence through a participatory change management programme that focuses on individuals, teams (including virtual teams), and the organisation system.
- 3.3** Attend and present weekly/monthly updates during HCM Indaba sessions and modernisation meetings.

4. SCOPE OF WORK

The service provider will be responsible for the following:

4.3 Organisational Change Management

- Review and assess work done and develop a revised, comprehensive Culture and Organisational Development strategy to be implemented over a three-year period (with annual learning reviews)
- Develop and facilitate phased strategies to engage employees at all levels and bridge the gap between current and desired Change and culture at NLC.
- Develop and facilitate phased interventions to support Change management and staff in leading and integrating change at the individual, team and organisational level. This could include training, coaching, mentoring, team building, reflection and action learning processes, positive psychology approaches, psycho-dynamic and somatic approaches and systems thinking amongst others. This must produce initiatives and a plan for all levels and divisions in the NLC.
- Skills transfer to NLC HCM staff on organisational culture and change management facilitation
- Attending of all important NLC events either as an observer or active participant to monitor the change/no change in behaviour, attitudes, culture based on all the initiatives being implemented
- Present work completed to relevant NLC structures including Manco Exco and Board structures.
- Present weekly/monthly updates during HCM sessions and modernisation meetings.

5. DELIVERABLES

5.1. The successful service provider will be required to:

- 5.1.1.** Develop and implement Change Management Framework, programme and Strategy that engage employees at all levels and enables an agile, learning and solution-focused and trust-based culture.

5.2. Reporting Requirements

- 5.2.1.** The successful service provider will report directly to the Modernisation Programme Manager and Senior Manager, Human Capital Management.

- 5.2.2.** All assignments/ projects must be carried out in accordance with the timelines agreed upon with the Modernisation Programme Manager and Human Capital Division upfront and must be set out in the signed Service Level Agreement (SLA).
- 5.2.3.** Progress reports must be in the agreed format and within the agreed timeframes as per the SLA.
- 5.2.4.** Reports must include progress made to date, reasons for variances or delays if any and the remedial actions, progress on the transfer of skills.
- 5.2.5.** In executing this project, the successful bidder is expected to keep all records in accordance with NLC records management policy and SOP.

6. Duration of the Project

- The expected duration of the successful service provider is for a period of 3 years from the date specified in the SLA and will be subject to quarterly performance assessment

SECTION 2: NOTICE TO BIDDERS

1. Terms and conditions of Request for Proposals (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 CSD Registration report) and ensure that tax matters are compliant.
- 1.9** All questions regarding this RFP must be forwarded to bids@nlcsa.org.za, and maureen@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.
- 1.11** A compulsory briefing session will be conducted to provide full details on the work already done in each area.

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 a number of 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 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.

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 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.

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 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.
- 2.9.2** All Personal Information collected will be processed in accordance with POPIA and with the commission Data Privacy Policy.
- 2.9.3** The following persons will have access to the Personal Information collected:
- 2.9.4** The commission personnel participating in procurement/award procedures; and
- 2.9.5** 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:
- i. contract description and bid number.
 - ii. names of the successful bidder(s) and preference points claimed.
 - iii. the contract price(s) (if possible).
 - iv. contract period.
 - v. names of directors; and
 - vi. date of completion/award.
- 2.9.6** 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.
- 2.9.7** 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. Formal Briefing Session

There will be a compulsory briefing session for all bidders. The schedule is as follows:

Date: 23 May 2025

Time: 11:00

Venue: 333 Grosvenor Street, Block D Hatfield Gardens, Hatfield, 0083

4. Validity Period

- 4.1** The Commission requires a validity period of 120 Business Days against this RFP.
- 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 Proposals 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 Bid Proposals.
- 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 RFP 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 RFP should be submitted bids@nlcsa.org.za, and maureen@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 NLC in respect of this RFP 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 following evaluation criteria phases will be considered in evaluating the proposals, being:

Stage 1: Tender Closing and Opening

1.1 Tender closing details

The deadline for Tender submission is **12 June 2025 @ 11:00** 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 in a **USB ONLY**.

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 both submissions.

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.

BIDDERS MUST SIGN ON THE BID REGISTER PLACED ON TOP OF THE TENDER BOX

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
SBD 1: Invitation to tender	Fully Completed Standard Bidding Document
SBD 6.1: Preference points claim form in terms of the preferential procurement regulations 2022	Fully Completed Standard Bidding Document
Bidder's tax compliance confirmation	Valid SARS Tax Pin
Whether Bidders is registered on CSD. Only foreign suppliers with no local registered entity need not register on the CSD-	Proof of Central Supplier Database (CSD) registration report.
Original signed consent form in terms of the Protection of Personal Information Act No.4 of 2013 (POPIA)	POPIA Consent Form
BBBEE Certificate in terms of Codes of Good Practice- Valid	A valid BEE Certificate/Sworn Affidavit

Stage 3: Mandatory Compliance

All bid respondents must submit mandatory documents that comply with the bid 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

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.

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 factors that will offer potential added value, with supporting evidence.	4
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.

Ensure that the proposal clearly designates who the proposed team will be for scoring purposes below.

	CRITERIA		POINTS
3.2.1	BIDDER EXPERIENCE AS PART OF COMPANY PROFILE		30
A.	<p>Bidder experience in providing - Change Management and Organisational Culture change,</p> <p>The bidder must demonstrate that they have the capacity to render the required services and demonstrate experience in:</p> <ul style="list-style-type: none"> - Change Management and Organisational Culture change, <p>Must have 10 or more years company experience.</p> <p>The company profile must demonstrate ability to deliver all required Change Management programme.</p> <ul style="list-style-type: none"> - The profile must also include a list of clients, including the type of services that were delivered and the period to support the years of experience in: - Change Management and Organisational Culture change, 	<p>The Company profile is comprehensive and covers both organisational Development areas:</p> <ul style="list-style-type: none"> - Change Management and, - Organisational Development, <p>1. Clearly demonstrates 10 or more years' company experience. (5)</p> <p>The Company profile is comprehensive and covers all four organisational Development areas:</p> <p>Change Management and Organisational Culture change,</p> <p>2. Clearly demonstrates 8 or more years company experience. (4)</p> <p>The Company profile is comprehensive and covers -</p> <p>Change Management and Organisational Culture change,</p> <p>3. Clearly demonstrates 6 years or more company experience. (3)</p> <p>The Company profile is comprehensive and covers -</p> <p>Change Management and Organisational Culture change.</p> <p>4. Clearly demonstrates 5 or more years' company experience. (2)</p>	30

	CRITERIA		POINTS
		<p>The Company profile is comprehensive and covers - Change Management and Organisational Culture change,</p> <p>5. Clearly demonstrates less than 4 years' company experience. (1)</p> <p>There is no company profile, or the company profile is incomplete because it only covers one of the following areas: Change Management and Organisational Culture change,</p>	
B.	<p>Written reference letters.</p> <p>Bidders must provide reference letters from at least three (3) contactable references, (different organizations) within the past four (4) years from the closing of the bid. Letters from 1 organization will be considered as 1 reference.</p> <p>The reference letter must indicate services rendered which are aligned to services listed to criteria A and whether the services rendered were satisfactory. The reference letter must be signed and dated, on the company letter head and must have contactable email address. The reference letter must not be older than 1 year from the date of closing of a tender. if the reference letter does not comply with the requirements, it will not be considered.</p> <p>No appointment letters from clients will be</p>	<p>Reference letters must demonstrate both - Change Management and Organisational Culture change, areas of services as set out above (Bidder Experience)</p> <p>Five (5) relevant reference letters demonstrating satisfactory services for both - Change Management and Organisational Culture change, = (5)</p> <p>Four (4) relevant reference letters demonstrating satisfactory services for - Change Management and Organisational Culture change, (4)</p> <p>Three (3) reference letters demonstrating satisfactory services for Change Management and Organisational Development areas = (3)</p> <p>Two (2) relevant reference letters demonstrating satisfactory service for - Change Management and Organisational Culture change, = (2)</p>	20

	CRITERIA			POINTS
	accepted as reference letters.	<p>One (1) relevant reference letter demonstrating satisfactory service for - Change Management and Organisational Culture change, = (1)</p> <p>- No relevant reference letter demonstrating satisfactory service for Change Management and Organisational Culture change, = (0)</p>		

3.2.1	EXPERIENCE OF THE ASSIGNED ORGANISATIONAL DEVELOPMENT TEAM MEMBERS			40
C	<p>EXPERIENCE OF THE ORGANISATIONAL DEVELOPMENT TEAM IN CHANGE MANAGEMENT AND ORGANISATIONAL CULTURE CHANGE.</p> <p>THE team should consist of members with experience in the following areas:</p> <ul style="list-style-type: none"> - Implementing Change Management and, - Change Management and Organisational Culture change, 	<p>EXPERIENCE OF THE FOUR ASSIGNED TEAM MEMBERS WILL BE RATED USING THE BELOW RATING:</p> <p>Rating scale of 0 – 5 to be applied:</p> <p>100% of the team members with 8+ years of relevant experience = 5</p> <p>100% of the team members with 6+ years of relevant experience = 4</p> <p>50% of the team members with 4+ years of relevant experience = 3</p> <p>50% of the team members with 2+ years of relevant experience = 2</p>	30	

	Provide a comprehensive CV demonstrating the experience of all the team members.	<p>50% of the team members with less than 2 years relevant experience = 1</p> <p>Team members with less than one year experience = 0</p>		
3.2.2	QUALIFICATIONS OF THE ORGANISATIONAL DEVELOPMENT TEAM			30
B)	<p>QUALIFICATIONS: PROJECT LEADER IN CHANGE MANAGEMENT AND ORGANISATIONAL CULTURE CHANGE</p> <p>Please submit certified true copies of NQF certificate.</p>	<p>Qualifications: for project leader - Organisational Development and behavioural sciences.</p> <p>Rating scale of 0 – 5 to be applied:</p> <ul style="list-style-type: none"> i) Relevant master's degree (NQF 9) = (5) ii) Relevant Honours Graduate Degree (NQF 8) = (4). iii) Relevant bachelor's Qualification (NQF 7 = (3) iv) Relevant bachelor's Qualification (NQF 6) = (2) v) No relevant qualification = (0) 	20	
			Total Weighting:	100
			Minimum qualifying score required:	75

Only bidders that score above 75% for the functional evaluation criteria will be further considered in the process

Section 4: Pricing and Special goal

Pricing Schedule: Please refer to Annexure B

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

1. Procurement from entities who are Black Owned	Sub - points for specific goals	Maximum points for specific goals	Relevant Evidence
Tenderer who have 100% black Ownership	8	8	CSD report /B-BBEE Certificate / B-BBEE/ Sworn Affidavit
Tenderer who have 51% to 99% black ownership	4		
Tenderer who have less than 51% black ownership	0		
2. Procurement from entities who are Black women Owned		4	CSD report /B-BBEE Certificate / B-BBEE Sworn Affidavit
Tenderer who have 100% women Ownership	4		
Tenderer who have 30% to 99% women ownership	2		
Tenderer who have less than 30% women ownership	0		
3. Black Youth Ownership		4	CSD report /B-BBEE Certificate / B-BBEE Sworn Affidavit
Tenderer who have 100% youth ownership	4		
Tenderer who have 30% to 99% youth ownership	2		
Tenderer who have less than 30% youth ownership	0		
4. Procurement from Disabilities		4	Letter from the Doctor confirming disability and CSD Report
Tenderer who have 20% or more owners with disability	4		
Tenderer who have less than 20% but more than 10% owners with disability	2		
Tenderer who have less than 10% owners with disability	0		
Total points for specific goals		20	
Total Points (Price + Specific Goals)		100	

Stage 5: 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 6: Contract and Award

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.

ANNEXURE A: CV TEMPLATE

Proposed role in the project: -----

Name: -----

First name: -----

Date of birth: -----

Nationality: -----

Education

Institution (Date from- Date to)	Degree(s) or Diploma(s) obtained

Membership of Professional Bodies:

Other skills (e.g. computer literacy, etc.):

Present position -----

Years within the organisation:.....

Key qualifications (relevant to project):.....

Professional experience -----

Date (From -To) (mm/yy)	
Organisation	
Location	
Position	
Description of duties	

Date (From -To) (mm/yy)	
Organisation	
Location	
Position	
Description of duties	

Date (From -To) (mm/yy)	
Organisation	
Location	
Description of duties	

ANNEXURE B: PRICING SCHEDULE TEMPLATE

Please note that costing will be either per project/ deliverable or per hour.

Please provide rates (VAT Inclusive) for the rendering of services for the National Lotteries Commission. Service providers must indicate the average HCM and Labour fees per hour. The proposed fee structure per hourly rates of the following levels of staff should be indicated as follows:

	Hourly Rates*		
Level and Capacity	Year 1	Year 2	Year 3
Engagement Partner/Director	R	R	R
Senior Manager	R	R	R
Manager	R	R	R
Senior Specialist HCM	R	R	R
Attorney: Labour Relations	R	R	R
HCM specialist	R	R	R
Labour Relations specialist	R	R	R

	Average variable rates*		
	Year 1	Year 2	Year 3
Average rate per year	R	R	R

INVITATION TO BID (SBD 1)

PART A

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS							
BID NUMBER:	NLC/2025 - 005	ISSUE DATE:	12 May 2025	CLOSING DATE:	12 June 2025	CLOSING TIME:	11H00
DESCRIPTION	APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT CHANGE MANAGEMENT AND ORGANISATIONAL CULTURE CHANGE, AT THE NATIONAL LOTTERIES COMMISSION FOR A PERIOD OF THREE (3) YEARS						
BID RESPONSE MUST BE SUBMITTED TO THE BELOW ADDRESS							
<i>NLC Offices - 333 Grosvenor Street, Block D, Hatfield Gardens, Hatfield, Pretoria</i>							
BIDDING PROCEDURE ENQUIRIES MAY BEDIRECTED TO				TECHNICAL ENQUIRIES MAY BE DIRECTED TO:			
CONTACTPERSON	Supply Chain Management			CONTACT PERSON	Maureen Senyatsi		
TELEPHONENUMBER	012 432 1300			TELEPHONE NUMBER	012 432 1470		
FACSIMILENUMBER				FACSIMILE NUMBER			
E-MAIL ADDRESS	bids@nlcsa.org.za			E-MAIL ADDRESS	maureen@nlcsa.org.za		
SUPPLIER INFORMATION							
NAME OF BIDDER							
POSTAL ADDRESS							
STREET ADDRESS							
TELEPHONE NUMBER	CODE			NUMBER			
CELL PHONENUMBER							
FACSIMILENUMBER	CODE			NUMBER			
E-MAIL ADDRESS							
VAT REGISTRATION NUMBER							
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE	UNIQUE REGISTRATION REFERENCE NUMBER: MAAA		
B-BBEE STATUSLEVEL VERIFICATION CERTIFICATE	[TICK APPLICABLE BOX] <input type="checkbox"/> Yes <input type="checkbox"/> No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT		[TICK APPLICABLE BOX] Yes <input type="checkbox"/> No <input type="checkbox"/>		

[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]

1. ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS / SERVICES / WORKS OFFERED?	Yes <input type="checkbox"/> No <input type="checkbox"/> [IF YES ENCLOSE PROOF]	2. ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?	Yes <input type="checkbox"/> No <input type="checkbox"/> [IF YES, ANSWER QUESTIONNAIRE BELOW]
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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"/>
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.		

**PART B
TERMS AND CONDITIONS FOR BIDDING**

TAX COMPLIANCE REQUIREMENTS

- BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
- 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.
- APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA.
- BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
- IN BIDS WHERE UNINCORPORATED CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
- WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.

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: _____

SECTION 5: BIDDER'S DISCLOSURE (SBD 4)

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

2.1.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution?

YES/NO

2.1.3 If so, furnish particulars:

.....

.....

2.2 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

2.2.1 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

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.

- 3.5 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

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.

SECTION 6: 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

(Delete whichever is not applicable for this tender).

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

3.1.1 THE 80/20 PREFERENCE POINT SYSTEMS

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

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

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

4. 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 the 80/20 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 the 80/20 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 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 Black Owned	Sub - points for specific goals	Maximum points for specific goals	Number of points claimed (80/20 system) (To be completed by the tenderer)
Tenderer who have 100% black Ownership	8	8	
Tenderer who have 51% to 99% black ownership	4		
Tenderer who have less than 51% black ownership	0		
2. Procurement from entities who are women Owned			
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. Youth Ownership		4	
Tenderer who have 100% youth ownership	4		
Tenderer who have 30% to 99% youth ownership	2		
Tenderer who have less than 30% youth ownership	0		
4. Procurement from Disabilities		4	
Tenderer who have 20% or more owners with disability	4		
Tenderer who have less than 20% but more than 10% owners with disability	2		
Tenderer who have less than 10% owners with disability	0		
Total points for specific goals		20	

5. DECLARATION WITH REGARD TO COMPANY/FIRM

5.1. Name of company/firm.....

5.2. Company registration number:

5.3 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]

5.4 I, the undersigned, who is duly authorized 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;
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;

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

<p>.....</p> <p>SIGNATURE(S) OF TENDERER(S)</p>	
<p>SURNAME AND NAME:</p>	<p>.....</p>
<p>DATE:</p>	<p>.....</p>
<p>ADDRESS:</p>	<p>.....</p> <p>.....</p> <p>.....</p>

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: _____

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