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 National Lotteries Commission (NLC)  
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## NATIONAL LOTTERIES COMMISSION

### REQUEST FOR PROPOSALS (RFP) FOR THE PROVISION OF PROFESSIONAL AND ADVISORY SERVICES FOR ENTERPRISE RISK MANAGEMENT TO FORM PART OF A PANEL FOR A PERIOD OF THREE YEARS AT NATIONAL LOTTERIES COMMISSION

BID PROCESS	BID REQUIREMENTS
Tender number	NLC2024-020
Bid Advertisement Date	18 November 2024
Closing date and time	12 December 2024 @ 11:00
Tender validity period	120 From the days of closing of this bid
Compulsory Briefing meeting	<b>28 November 2024 @ 10:00</b> - Bidders required to attend a Compulsory briefing session on <i>(refer to page 5)</i>
Submission instruction:	<p>The original bid document must be submitted <b>one hardcopy and one electronic via</b> USB and bedelivered to:</p> <p>Senior Manager: Supply ChainManagement          National Lotteries Commission333          Grosvenor Street          Block D, HatfieldGardens Hatfield,          Pretoria          0083</p> <p>Enquires <b>ONLY</b> can be emailed to <a href="mailto:bids@nlcsa.org.za">bids@nlcsa.org.za</a></p> <p><b>NO email submission will be accepted.</b></p>

# REQUEST FOR PROPOSALS (RFP) FOR THE PROVISION OF PROFESSIONAL AND ADVISORY SERVICES FOR ENTERPRISE RISK MANAGEMENT TO FORM PART OF A PANEL FOR A PERIOD OF THREE YEARS AT NATIONAL LOTTERIES COMMISSION

## SECTION 1: BACKGROUND, OVERVIEW AND RFP SCOPE OF REQUIREMENTS

### 1. INTRODUCTION

The National Lotteries Commission 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.

The NLC aims to ensure that funds raised through the National Lottery are distributed equitably and expeditiously across South Africa in order to advance social upliftment of communities in need with the aim of addressing poverty and reducing inequalities in line with the National Development Plan.

The Commission 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

PFMA S(51)(1)(a) requires that "An accounting authority for a public entity must ensure that that public entity has and maintains effective, efficient and transparent systems of financial and risk management and internal control. In line with the requirements of the Public Finance Management Act No. 1 of 1999 ("PFMA") and Treasury Regulations, the NLC seeks to appoint professional and advisory services for enterprise risk management to form part of a panel for a period of three years.

### 3. PURPOSE

National Lotteries Commission's Risk Division has identified a need to augment or supplement its current capacity by establishing a panel of service providers. The panel of successful bidders will provide a variety of Risk related activities. The specialized professional services will be sought on an "as and when" required basis with the guidance of rotational strategy.

### 4. SCOPE OF WORK

- Conduct Strategic risk assessments for the NLC, NLPT and the Lottery Operator as a minimum and as and when required
- Conduct Operational risk assessments for the NLC divisions, provincial offices and subsidiaries
- Analysis of risk information
- Setting and reviewing risk appetite and tolerance levels
- Design and development of Risk reports that appeal to various stakeholders
- Develop and review Enterprise Risk Management (ERM) governance documents (e.g. policies, frameworks and relevant reporting templates)
- Risk Management training, certification, awareness and marketing campaigns
- Conduct a comprehensive risk maturity assessment for NLC, which encompasses developing tools and techniques, evaluating the current risk maturity level, identifying areas of success and challenges, and recommending enhancements to achieve the next maturity level
- Any other Risk related services

### 5. DELIVERABLES

- Strategic and Operational Risk Assessments: Provide report with recommended mitigation strategies.
- Revised and updated Risk Management Policy and Risk Management Framework of the organization.

- Risk Training and Awareness and marketing campaigns.
- The service provider shall deliver two key outputs:
  - ❖ A risk maturity assessment questionnaire and a comprehensive report outlining ERM successes/challenges and recommendations for enhancement and improvement.
- Risk Management Services: Provide any other Risk related services.

## 6. DURATION OF THE PROJECT

- The expected duration of the project is for a period of 3 years from the date of signing of the service level agreement (SLA).

## 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 Orderform 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](http://www.csd.gov.za).
- 1.8 Suppliers must provide their CSD registration number (and attach a CSD Registration report)and ensure that their tax matters are compliant.
- 1.9 All questions regarding this RFP must be forwarded to [bids@nlcsa.org.za](mailto:bids@nlcsa.org.za)

### 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:

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

2.9.3.2 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:

2.9.3.3 contract description and bid number.

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

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

2.9.3.6 contract period.

2.9.3.7 names of directors; and

2.9.3.8 date of completion/award.

2.9.4 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.

- 2.9.5 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. Supplier Performance**

- 3.1. The National Lotteries Commission conducts regular performance reviews in accordance with the requirements for the classification of the contract and 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.
- 3.2. Ad-hoc performance reviews shall be conducted where non-performance is identified outside the review period.
- 3.3. 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.
- 3.4. Any party to this agreement may request to participate in a joint performance review where appropriate and seek continuous improvement opportunities.
- 3.5. Allocation of work will be rotated, starting by the bidder who scored highest points, followed by second highest points, thereof.

### **4. Formal Briefing Session**

Bidders required to attend a Compulsory briefing session on the **28 November 2024 @10:00** at below address: **Door will close at 10:30**

National Lotteries Commission  
333 Grosvenor Street  
Block D, Hatfield Gardens Hatfield,  
Pretoria 0083

### **5. Validity Period**

- 5.1 The Commission requires a validity period of 120 Business Days [from closing date] 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 is 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 Proposals 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 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](mailto:bids@nlcsa.org.za), before the closing date.
- 8.2 In the interest of fairness and transparency the NLC'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. SUPPLIER PERFORMANCE

- 9.1 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.
- 9.2 Ad-hoc performance reviews shall be conducted where non-performance is identified outside the review period.
- 9.3 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.
- 9.4 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

NLC will make an assessment whether all the bids comply with set minimum requirements and whether all returnable documents/information have been submitted. Bidders which fail to meet any minimum requirements, thresholds or have not submitted required mandatory documents will be disqualified from the tender process.

The requirements of any given stage must be complied with prior to progression to the next stage. NLC reserves the right to disqualify bidders without requesting any outstanding document/information.

### 1. A staged approach will be used to evaluate bids and the approach will be as follows:

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6
Tender Closing and Opening	Administrative Compliance	Mandatory Compliance	Technical Evaluation	Due Diligence	Contract and Award

## Stage 1: Tender Closing and Opening

### 1.1 Tender closing details

The deadline for Tender submission is 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.

Financial/pricing information must be presented in a separate folder 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.

**Password protected USBs will not be evaluated. Links to external references (websites, etc. will not be accepted for evaluation).**

## 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
<ul style="list-style-type: none"><li>• Whether all Returnable Documents and/or schedules [where applicable] were completed and returned by the closing date and time</li></ul>	Bid Proposal and completed and standard bidding document (SBD) forms
<ul style="list-style-type: none"><li>• Whether the Bid document has been duly signed by the authorised bidder official</li></ul>	Company resolution as proof of authorized individuals' delegation

<ul style="list-style-type: none"> <li>Whether Bidders have failed to register on the CSD. Only foreign suppliers with no local registered entity need not register on the CSD</li> </ul>	Proof of Central Supplier Database (CSD)
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### Stage 3: Mandatory Compliance

All bid respondents must submit mandatory documents that comply with all mandatory requirements. Bids that do not fully comply with the mandatory/compulsory 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. Bidder must submit proof of registration by the Project Leaders with the <b>Institute of Risk Management South Africa (IRMSA)</b> .	Please attach a membership/accreditation certified/letter of good standing with the professional body for the <b>Leader</b> .
4. Proof that the bidder attended the compulsory briefing session	Briefing session certificate
5. Whether the Bid contains a priced offer	Pricing schedule

#### 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.

### STAGE 4: TECHNICAL EVALUATION

4.1. 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.

Category & Criteria Description	Weightings (%)	Scoring Matrix
1. Company Experience and Expertise	30%	



Category & Criteria Description	Weightings (%)	Scoring Matrix
<p><b>1.1 Written reference letters</b></p> <p>Provide a minimum of three (3) reference letters from contactable existing/ recent clients (within the past 5 years) of projects successfully completed. The letter must be in the letterhead of the client's name, contact name, address, phone number, and duration of the contract, a brief description of the services that you provided.</p> <p><b>No appointment letters from clients will be accepted as reference letters.</b></p>	15%	<p><b>Reference letters:</b></p> <ul style="list-style-type: none"> <li>• No relevant reference letter = (0)</li> <li>• One (1) relevant reference letter = (1)</li> <li>• Two (2) relevant reference letters = (2)</li> <li>• Three (3) reference letters = (3)</li> <li>• Four (4) reference letters = (4)</li> <li>• Five (5) relevant reference letters = (5)</li> </ul>
<p><b>1.2. Bidder experience in rendering Enterprise Risk Management services.</b></p> <p>The bidder must demonstrate that they have the capacity to render the required service by submitting a company profile detailing similar projects undertaken that were successfully completed within the past 5 years (<b>and beyond</b>), relevant to the TOR. E.g.</p> <ul style="list-style-type: none"> <li>• Review or development of ERM enabling documents</li> <li>• Risk Assessments</li> <li>• Risk Training and Awareness</li> <li>• Combined assurance</li> <li>• Risk appetite and tolerance framework</li> </ul> <p>Proof of the number of years should be provided by means of a list of clients detailing the operational risk assessment services conducted and review of ERM documents.</p>	15%	<p><b>Bidder experience:</b></p> <ul style="list-style-type: none"> <li>• No relevant experience = (0)</li> <li>• 1-2 years' experience in Enterprise Risk Management = (1)</li> <li>• 3-4 years' experience in Enterprise Risk Management = (2)</li> <li>• 5-6 years' experience in Enterprise Risk Management = (3)</li> <li>• 7-8 years' experience in Enterprise Risk Management = (4)</li> <li>• Above 8 years' experience in Enterprise Risk Management = (5)</li> </ul>
<p><b>2. Capacity and experience of the proposed team</b></p>	45%	

Category & Criteria Description	Weightings (%)	Scoring Matrix
<p><b>2.1. Team Leader's Qualifications:</b> Provide copies of qualifications for the team/project leader</p> <p><b>Rating scale of 0 – 5 to be applied</b></p>	15%	<p><b>Team Leader's Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Relevant master's degree/MBA qualification (NQF 9) in Risk Management/Commerce/Business Management = <b>(5)</b></li> <li>• Relevant Post Graduate qualification (NQF 8) in Risk Management/Commerce/Business Management = <b>(4)</b></li> <li>• Relevant degree qualification (NQF 7) in Risk Management/Commerce/Business Management = <b>(3)</b></li> <li>• Relevant advanced certificate/diploma qualification (NQF 6) in Risk Management/Commerce/Business Management = <b>(2)</b></li> <li>• Relevant higher certificate qualification (NQF 5) in Risk Management/Commerce/Business Management = <b>(1)</b></li> <li>• No relevant tertiary qualification = <b>(0)</b></li> </ul>
<p><b>2.2. Team Leader's Experience:</b> Provide brief CVs of the team/project leader covering experience in similar work.</p> <p><b>Rating scale of 0 – 5 to be applied:</b></p>	10%	<p><b>Team Leaders's Experience in Enterprise Risk Management and understanding of relevant frameworks and processes:</b></p> <ul style="list-style-type: none"> <li>• Above 10 years of experience = <b>(5)</b></li> <li>• 8-10 years of experience = <b>(4)</b></li> <li>• 5-7 years of experience = <b>(3)</b></li> <li>• 3-4 years of experience = <b>(2)</b></li> <li>• 1-2 years of experience = <b>(1)</b></li> <li>• Less than 1 years of experience = <b>(0)</b></li> </ul>
<p><b>2.3. Qualifications of the three (3) Senior Risk Officials :</b> Provide copies of qualifications of the three Senior Officials</p> <p><b>Please note that:</b> Formula = (Rating for each proposed Senior Risk Officials ) / 3 (Three) = Average score out of 5.</p>		<p><b>Senior Risk Officials Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Relevant master's degree/MBA qualification (NQF 9) in Risk Management/Commerce/Business Management = <b>(5)</b></li> </ul>

Category & Criteria Description	Weightings (%)	Scoring Matrix
<p>Rating scale of 0 – 5 to be applied.</p>	10%	<ul style="list-style-type: none"> <li>• Relevant Post Graduate qualification (NQF 8) in Risk Management/Commerce/Business Management = (4)</li> <li>• Relevant degree qualification (NQF 7) in Risk Management/Commerce/Business Management = (3)</li> <li>• Relevant advanced certificate/diploma qualification (NQF 6) in Risk Management/Commerce/Business Management = (2)</li> <li>• Relevant higher certificate qualification (NQF 5) in Risk Management/Commerce/Business Management = (1)</li> <li>• No relevant tertiary qualification = (0)</li> </ul>
<p><b>2.4. Experience of the three (3) Senior Risk Officials :</b> Provide brief CVs of the Senior Official covering experience in similar work.</p> <p><b>Please note that:</b> Formula = (Rating for each proposed Senior Risk Officials ) / 3 (Three) = Average score out of 5.</p> <p>Rating scale of 0 – 5 to be applied.</p>	10%	<p><b>Experience of the three Senior officials in Enterprise Risk Management and understanding of relevant frameworks and processes:</b></p> <ul style="list-style-type: none"> <li>• Above 10 years of experience = (5)</li> <li>• 8-10 years of experience = (4)</li> <li>• 5-7 years of experience = (3)</li> <li>• 3-4 years of experience = (2)</li> <li>• 1-2 years of experience = (1)</li> <li>• Less than 1 years of experience = (0)</li> </ul>
<p><b>3. Approach and Project implementation plan</b></p>	25%	
<p><b>1.1. Approach and implementation plan</b></p> <p><b>Provide a detailed project implementation plan detailing the following deliverables:</b></p> <ul style="list-style-type: none"> <li>• A schedule of resources to be committed to the project</li> <li>• Anticipated timelines and project duration</li> <li>• Budget breakdown for each stage as per the specifications</li> </ul>		<p><b>Approach and implementation plan:</b></p> <p>No project implementation plan provided = (0)</p> <ul style="list-style-type: none"> <li>• Project Implementation Plan with 1 deliverable = (1)</li> <li>• Project Implementation Plan with 2 deliverables = (2)</li> </ul>

Category & Criteria Description	Weightings (%)	Scoring Matrix
<ul style="list-style-type: none"> <li>Key activities and milestones for each stage as per the specification</li> </ul> <p>NB: Key activities and milestones are classified as 2 deliverables and will be scored as such due to the number of points allocated.</p>		<ul style="list-style-type: none"> <li>Project Implementation Plan with 3 deliverables = (3)</li> <li>Project Implementation Plan with 4 deliverables = (4)</li> <li>Project Implementation Plan with 5 deliverables = (5)</li> </ul>
<b>Total Weighting:</b>	<b>100</b>	
<b>Minimum qualifying score required:</b>	<b>75</b>	

#### Stage 4: Pricing and Special goal

#### Pricing Schedule: Please refer to Annexure B

Note that only bidders who obtain the minimum qualifying score of 75 will be evaluated further on 80/20 and specific goals. The bidders will be awarded highest scoring bidders on price and specific goal

#### The evaluation for Pricing and Special goals 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	<b>8</b>	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		<b>4</b>	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		<b>4</b>	CSD report /B-BBEE Certificate / B-BBEE Sworn Affidavit
Tenderer who have 100% black youth ownership	4		
Tenderer who have 30% to 99% black youth ownership	2		

Tenderer who have less than 30% black youth ownership	0	<b>4</b>	Letter from the Doctor confirming disability and CSD Report
<b>4.Procurement from Disabilities</b>			
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		<b>20</b>	
Total Points (Price + Specific Goals)		<b>100</b>	

**Failure to submit the required evidence to claim the points for specific will score zero.**

#### **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 .....

.....

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

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

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



## 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.

**PART A INVITATION TO BID (SBD 1)**

<b>YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (NAME OF DEPARTMENT/ PUBLIC ENTITY)</b>			
BID NUMBER:	<b>NLC/2024-020</b>	CLOSING DATE: 12 December 2024	CLOSING TIME: 11:00
DESCRIPTION	<b>THE PROVISION OF PROFESSIONAL AND ADVISORY SERVICES FOR ENTERPRISE RISK MANAGEMENT TO FORM PART OF A PANEL FOR A PERIOD OF THREE YEARS AT NATIONAL LOTTERIES COMMISSION</b>		
<b>BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED AT (STREET ADDRESS)</b>			
<b>NATIONAL LOTTERIES COMMISSION OFFICE</b>			
<b>333 GROSVENOR STREET,</b>			
<b>BLOCK D HATFIELD GARDENS,</b>			
<b>HATFIELD,</b>			
<b>PRETORIA</b>			
<b>0083</b>			
<b>BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO</b>		<b>TECHNICAL ENQUIRIES MAY BE DIRECTED TO:</b>	
CONTACT PERSON	<b>SCM</b>	CONTACT PERSON	<b>SCM</b>
TELEPHONE NUMBER	<b>(012) 432 1309</b>	TELEPHONE NUMBER	<b>(012) 432 1414</b>
FACSIMILE NUMBER		FACSIMILE NUMBER	
E-MAIL ADDRESS	<b>bids@nlcsa.org.za</b>	E-MAIL ADDRESS	<b>bids@nlcsa.org.za</b>
<b>SUPPLIER INFORMATION</b>			
NAME OF BIDDER			
POSTAL ADDRESS			
STREET ADDRESS			
TELEPHONE NUMBER	CODE	NUMBER	
CELLPHONE NUMBER			
FACSIMILE NUMBER	CODE	NUMBER	
E-MAIL ADDRESS			
VAT REGISTRATION NUMBER			
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:	<b>OR</b>	CENTRAL SUPPLIER DATABASE No: MAAA
<i>ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES OFFERED?</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ENCLOSE PROOF]	<i>ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES OFFERED?</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES, ANSWER THE QUESTIONNAIRE BELOW]
<b>QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS</b>			

IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)? NO	YES
DOES THE ENTITY HAVE A BRANCH IN THE RSA? NO	YES
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?	YES NO
DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?	YES NO
IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION? NO	YES
<b>IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW.</b>	

**RT B  
TERMS AND CONDITIONS FOR BIDDING**

<b>1. BID SUBMISSION:</b>
1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
<b>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.</b>
1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.
<b>1.4. THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).</b>
<b>2. TAX COMPLIANCE REQUIREMENTS</b>
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: .....

**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 interest<sup>1</sup> 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

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

Do you, or any person connected with the bidder, have a relationship with any person

who is employed by the procuring institution? **YES/NO**

2.1.2 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 consortium<sup>2</sup> 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.

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<sup>2</sup> 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

## SBD 6.1

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

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

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

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#### 1. GENERAL CONDITIONS

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

- the 80/20 system for requirements with a Rand value of up to R50 000000 (all applicable taxes included); and

#### 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** preferencepoint 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
<b>Total points for Price and SPECIFIC GOALS</b>	<b>100</b>

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 or 90 points is allocated for price on the following basis:

$$P_s = 80 \left( 1 - \frac{P_t - P_{min}}{P_{min}} \right) \quad \text{or} \quad P_s = 90 \left( 1 - \frac{P_t - P_{min}}{P_{min}} \right)$$

Where

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

### 3.2. FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOMEGENERATINGPROCUREMENT

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Where

- Ps = Points scored for price of tender under consideration  
Pt = Price of tender under consideration  
Pmax = Price of highest 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 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 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 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 80/20 preference point system

**Table 1: Specific goals for the tender and points claimed are indicated per the table below. 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	Maximum points for specific goals	To be completed by supplier
Tenderer who have 100% black Ownership	8	<b>8</b>	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		
<b>2. Procurement from entities who are Black women Owned</b>		<b>4</b>	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		
<b>3. Black Youth Ownership</b>		<b>4</b>	CSD report /B-BBEE Certificate / B-BBEE Sworn Affidavit
Tenderer who have 100% black youth ownership	4		
Tenderer who have 30% to 99% black youth ownership	2		
Tenderer who have less than 30% black youth ownership	0		
<b>4. Procurement from Disabilities</b>		<b>4</b>	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		
<b>Total points for specific goals</b>		<b>20</b>	

## 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 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 –

4.7 disqualify the person from the tendering process;



- (a) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
- (b) 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;
- (c) 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*
- (d) *alteram partem* (hear the other side) rule has been applied; and
- (e) forward the matter for criminal prosecution, if deemed necessary.

-

## Pricing Schedule ERM SERVICES

Name of bidder: ..... Closing date: 12/12/2024

Bid number: ..... Closing Time: 11:00

Activity	Professional Fees	Travel and accommodation (based on TOR, project plan and	Disbursements	TOTAL
Inception				
Planning				
Assessments(Divisionals,Provinces, Exco & Board)				
Reports				
Project review and close out				
<b>TOTAL</b>				

***Guidance to bidders on completing travel and disbursements***

Please provide a breakdown of fees per team member (daily rate)

Travel costs:

3 Star bedroom @ bed and breakfast @R1500/night

Flights economy at cost per booking

KM rate per SARS rate

Disbursement costs:

Cost re-imbursed at cost + Mark up not more than 10%

**Note: All delivery costs must be included in the bid price, for delivery at the prescribed destination.**

**\*\* “all applicable taxes” includes value- added tax, pay as you earn, income tax,**

**unemployment insurance fund contributions and skills development levies**