REQUEST FOR PROPOSAL (RFP) FOR THE APPOINTMENT OF A SERVICE PROVIDER TO IMPLEMENT ENTERPRISE RESOURCE PLANNING (ERP) FOR THE FP&M SETA

ERP/FPM/03/2020

Date Issued: 28 FEBRUARY 2020
Closing Date and Time: 20 MARCH 2020 at 11:00am
Bid Validity Period: 120 days

COMPULSORY BRIEFING SESSION DATE:
6 MARCH 2020
TIME: 11:00am

TENDER BOX ADDRESS:
FP&M SETA office,
1 Newtown Avenue,
Old Nedbank Building,
3rd Floor,
Killarney, 2169.
1. **INTRODUCTION**

The Fibre Processing and Manufacturing (FP&M) SETA was established in terms of the Skills Development Act of 1998.

The FP&M SETA is accredited as a quality assuring body by the South African Qualification Authority, in terms of regulation R1127 wherein the FP&M SETA is required to perform the following functions:

a. accredit constituent providers for specific standards or qualifications registered on the National Qualifications Framework;
b. promote quality amongst constituent providers;
c. monitor provision by constituent providers;
d. evaluate assessment and facilitation of moderation among constituent providers;
e. register constituent assessors for specified registered standards or qualifications in terms of the criteria established for this purpose;
f. take responsibility for the certification of constituent learners;
g. develop a sector skills plan within a framework of the National Skills Development Strategy;
h. plan and report on the implementation of its SSP and service level agreement
i. approve Workplace Skills Plans;
j. disburse mandatory and discretionary grants.

2. **PURPOSE OF THIS REQUEST FOR PROPOSAL (RFP)**

The purpose of this Request for Proposal (RFP) is to solicit proposals from potential bidder(s) to implement Enterprise Resource Planning (ERP) for the fibre processing and manufacturing sector education and training authority (“FP&M SETA”) for a period of 36 months, three (3) years on 80/20 PPPFA.

This RFP document details and incorporates, as far as possible, the tasks and responsibilities of the potential bidder required by the FP&M SETA to provide internet solution services.

This RFP does not constitute an offer to do business with the FP&M SETA, but merely serves as an invitation to bidder(s) to facilitate a requirements-based decision process.
3. LEGISLATIVE FRAMEWORK OF THE BID

3.1. Tax Legislation

3.1.1. Bidder(s) must be compliant when submitting a proposal to FP&M SETA and remain compliant for the entire contract term with all applicable tax legislation, including but not limited to the Income Tax Act, 1962 (Act No. 58 of 1962) and Value Added Tax Act, 1991 (Act No. 89 of 1991).

3.1.2. It is a condition of this bid that the tax matters of the successful bidder be in order, or that satisfactory arrangements have been made with South African Revenue Service (SARS) to meet the bidder’s tax obligations.

3.1.3. The Tax Compliance status requirements are also applicable to foreign bidders / individuals who wish to submit bids.

3.1.4. It is a requirement that bidders grant a written confirmation when submitting this bid that SARS may on an ongoing basis during the tenure of the contract disclose the bidder’s tax compliance status and by submitting this bid such confirmation is deemed to have been granted.

3.1.5. Bidders are required to be registered on the Central Supplier Database and the National Treasury shall verify the bidder’s tax compliance status through the Central Supplier Database.

3.1.6. Where Consortia / Joint Ventures / Sub-contractors are involved, each party must be registered on the Central Supplier Database and their tax compliance status will be verified through the Central Supplier Database.

3.2. Procurement Legislation

The FP&M SETA has a detailed evaluation methodology premised on Treasury Regulation 16A3 promulgated under Section 76 of the Public Finance Management Act, 1999 (Act, No. 1 of 1999), the Preferential Procurement Policy Framework Act 2000 (Act, No.5 of 2000) and the Broad-Based Black Economic Empowerment Act, 2003 (Act, No. 53 of 2003).

3.3. Technical Legislation and/or Standards

Bidder(s) should be cognisant of the legislation and/or standards specifically applicable to the services.
4. TIMELINE OF THE BID PROCESS

The period of validity of tender and the withdrawal of offers, after the closing date and time is 120 days. The project timeframes of this bid are set out below:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertisement of bid on Government e-tender portal</td>
<td>28 February 2020</td>
</tr>
<tr>
<td>Compulsory Briefing Session</td>
<td>6 March 2020</td>
</tr>
<tr>
<td>Questions relating to bid from bidder(s)</td>
<td>19 March 2020</td>
</tr>
<tr>
<td>Bid closing date</td>
<td>20 March 2020 at 11:00 am</td>
</tr>
<tr>
<td>Notice to bidder(s)</td>
<td>FP&amp;M SETA will endeavour to inform bidders of the progress until conclusion of the tender.</td>
</tr>
</tbody>
</table>

All dates and times in this bid are South African standard time.

Any time or date in this bid is subject to change at the FP&M SETA’s discretion. The establishment of a time or date in this bid does not create an obligation on the part of the FP&M SETA to take any action, or create any right in any way for any bidder to demand that any action be taken on the date established. The bidder accepts that, if the FP&M SETA extends the deadline for bid submission (the Closing Date) for any reason, the requirements of this bid otherwise apply equally to the extended deadline.

5. CONTACT AND COMMUNICATION

5.1. A nominated official of the bidder(s) can make enquiries in writing, to the specified person, Ms Marjorie Dzimir via email MARJORIED2@FPMSETA.ORG.ZA and/or 011 403 1700. Bidder(s) must reduce all telephonic enquiries to writing and send to the above email address.

5.2. The delegated office of the FP&M SETA may communicate with Bidder(s) where clarity is sought in the bid proposal.
5.3. Any communication to an official or a person acting in an advisory capacity for the FP&M SETA in respect of the bid between the closing date and the award of the bid by the Bidder(s) is discouraged.

5.4. All communication between the Bidder(s) and the FP&M SETA must be done in writing.

5.5. Whilst all due care has been taken in connection with the preparation of this bid, the FP&M SETA makes no representations or warranties that the content of the bid or any information communicated to or provided to Bidder(s) during the bidding process is, or will be, accurate, current or complete. The FP&M SETA, and its employees and advisors will not be liable with respect to any information communicated which may not accurate, current or complete.

5.6. If Bidder(s) finds or reasonably believes it has found any discrepancy, ambiguity, error or inconsistency in this bid or any other information provided by the FP&M SETA (other than minor clerical matters), the Bidder(s) must promptly notify the FP&M SETA in writing of such discrepancy, ambiguity, error or inconsistency in order to afford the FP&M SETA an opportunity to consider what corrective action is necessary (if any).

5.7. Any actual discrepancy, ambiguity, error or inconsistency in the bid or any other information provided by the FP&M SETA will, if possible, be corrected and provided to all Bidder(s) without attribution to the Bidder(s) who provided the written notice.

5.8. All persons (including Bidder(s)) obtaining or receiving the bid and any other information in connection with the Bid or the Tendering process must keep the contents of the Bid and other such information confidential, and not disclose or use the information except as required for the purpose of developing a proposal in response to this Bid.

6. LATE BIDS

Bids received after the closing date and time, at the address indicated in the bid documents, will not be accepted for consideration and where practicable, be returned unopened to the Bidder(s).
7. COUNTER CONDITIONS

Bidders’ attention is drawn to the fact that amendments to any of the Bid Conditions or setting of counter conditions by Bidders or qualifying any Bid Conditions will result in the invalidation of such bids.

8. FRONTING

8.1. Government supports the spirit of broad based black economic empowerment and recognizes that real empowerment can only be achieved through individuals and businesses conducting themselves in accordance with the Constitution and in an honest, fair, equitable, transparent and legally compliant manner. Against this background the Government condemn any form of fronting.

8.2. The Government, in ensuring that Bidders conduct themselves in an honest manner will, as part of the bid evaluation processes, conduct or initiate the necessary enquiries/investigations to determine the accuracy of the representation made in bid documents. Should any of the fronting indicators as contained in the Guidelines on Complex Structures and Transactions and Fronting, issued by the Department of Trade and Industry, be established during such enquiry / investigation, the onus will be on the Bidder / contractor to prove that fronting does not exist. Failure to do so within a period of 14 days from date of notification may invalidate the bid / contract and may also result in the restriction of the Bidder /contractor to conduct business with the public sector for a period not exceeding ten years, in addition to any other remedies the FP&M SETA may have against the Bidder / contractor concerned.

9. SUPPLIER DUE DILIGENCE

The FP&M SETA 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.
10. SUBMISSION OF PROPOSALS

10.1. Bid documents must be placed in the tender box at The FP&M SETA Offices, Reception Area, 1 Newtown Avenue, Old Nedbank Building, 3rd Floor, Killarney, 2169 on or before the closing date and time.

10.2. Bid documents will only be considered if received by the FP&M SETA before the closing date and time.

10.3. The bidder(s) are required to submit Five (5) copies of file 1: one (1) original and Three (4) duplicate and submit One (1) original copy of File 2 (sealed separately), and one (1) CD-ROM with content of each file by the Closing date 20 March 2020 at 11:00am. Each file and CD-ROM must be marked correctly and sealed separately for ease of reference during the evaluation process. Furthermore, the file and information in the CD-ROM must be labelled and submitted in the following format:

<table>
<thead>
<tr>
<th>FILE 1 (TECHNICAL FILE)</th>
<th>FILE 2 (PRICE &amp; BBBEE)</th>
</tr>
</thead>
</table>
| **Exhibit 1:** Pre-qualification documents  
(Refer to Section 14.1 - Gate 0: Pre-qualification Criteria (Table 1)) | **Exhibit 1:** Pricing Schedule  
(Refer to Section 16 – Pricing Proposal) |
| **Exhibit 2:**  
- Technical Responses and Bidder Compliance checklist for Technical Evaluation  
- Supporting documents for technical responses.  
(Refer to Section 14.2 - Gate 1: Technical Evaluation Criteria) | |
| **Exhibit 3:**  
- General Conditions of Contract (GCC) | |
| **Exhibit 4:**  
- Company Profile  
- Any other supplementary information | |

10.4 Bidders are requested to initial each page of the tender document on the top right hand corner.
11. PRESENTATION / DEMONSTRATION

The FP&M SETA reserves the right to request presentations/demonstrations from the short-listed Bidders as part of the bid evaluation process.

12. DURATION OF THE CONTRACT

The successful bidder will be appointed for a period of 36 months, three (3) years, after signing of a contract by the successful bidder. All work is to be carried out in accordance with the time schedule as agreed with the FP&M SETA.
13. TERMS OF REFERENCE

13.1. PURPOSE OF THE BID

FP&M SETA would like to appoint a qualified ICT Service Provider to provide an integrated Management Information System (MIS) and Enterprise Resource Planning (ERP) that will automate the SETA’s core and support operations activities; The solution will replace or enhance the current FP&M SETA legacy systems, Indicium, VIP, and Microsoft AX Dynamics and to cover areas that were not previously addressed. The solution should:

- Maintain an accurate data warehouse of all FP&M SETA skills development data while maintaining high levels of data integrity and data security;
- Implement an easily scalable, adaptable and portable system (the system should support mobility);
- The ERP system should ensure maximum availability, inter-operability, efficiency and robustness (the service provider must provide adequate hardware and bandwidth that is stable);
- The ERP system should have Business Intelligence capabilities with easy to use report writing, query, cubes, dash-boards, search and help functions;
- The ERP system should have an overall project management module with process workflow and document management capabilities;
- The proposed solution is to be hosted at the preferred service provider’s data centre, however we require details of how the solution can be taken over and managed by FP&M SETA when required.

13.2. BACKGROUND

The Fibre Processing and Manufacturing (FP&M) SETA was established by the Minister of Higher Education and Training on 01 April 2011 to 31 March 2016 with the license extended further until 31 March 2030.

13.3 CURRENT ARCHITECTURE LANDSCAPE

The architecture consists of a head office based in Killarney which connects to the MPLS via a 20MB link. The two regional offices in KwaZulu Natal Durban Central and Cape Town Woodstock are connected to the MPLS through 8MB and 4MB fiber links. The current ERP is hosted by the service provider and it connects to the head office via a dedicated 10MB fiber link. The server farm is based in Gallo manor data centre and consists of a hybrid of physical servers and virtual servers. FP&M SETA is currently using office 365 hybrid solution.
14. **OBJECTIVES**

The objective of this TOR is to outline the scope of work for the provision of the Enterprise Resource Planning (ERP) for FP&M SETA. The aim is to deploy an ERP system that will assist in automating most of FP&M SETA processes, comply with legislation and government policies and promote good governance. The ERP system must be scalable to allow additional modules for different business areas and must interface with other Management Information Systems at FP&M SETA system landscape.

14.1. **SCOPE OF WORK**

14.2 **ORGANISATION AND BROAD INFORMATION SYSTEM NEEDS**

The FP&M SETA comprises of the following operations and support business units, with the following:
A. Quality Assurance Unit

For the Quality Assurance (QA) Unit, the system should cater for Assessment Centers (AC) and be able to generate an AC accreditation number. The, AC should be linked to programmes and should be able to generate a detailed report of Assessment Centers. The SETA system shall provide QA department with the necessary support and assist in supporting the processes in accordance with the specifications of SETMIS and the SAQA NLRD.

The following represents the functions performed by the QA Unit and the system needs to support the following activities and requirements:

- Housing and allocation of Online Assessment instruments to Assessment Centers;
- Online accreditation of training providers;
- Online assessor and moderator registration;
- Online creation of workplace approval providers;
- Uploading of Quality Council for Trades and Occupations (QCTO) qualifications, part qualifications (this will be parallel to the unit standards based qualifications and Skills Programmes as these will still be in the operations until it is completely phased out);
- Uploading of learnerships against Historical Qualifications (HQ), QCTO qualifications and part qualifications (the system must provide for previous unit standard based learnership upload);
- Uploading of learning material (per module on the QCTO qualifications and unit standard based);
- Uploading of current modular based artisan qualifications
- Capturing of learner assessments;
- Uploading of documents;
- Creating and re-issuing certificates;
- Reporting in all areas;
- Capturing of learner assessments
- Uploading of documents;
- Linking of learners to the programme for non-contractors;
- Functionality of alerting the SETA when a Verification needs to be conducted
- Functionality to alert the SDP of their accreditation status – 6 months before expiry
- Functionality to alert Assessors and Moderators of their Registration status- 6 months before expiry
- Generation of reports (modular based)
- Online registration of all learning programmes under the FP&M SETA (Paperless system)
- It must alert assessors and moderators when they are being linked to SDP (Skills Development Training Providers);
- It must link up with the FP&M SETA website for list of accredited SDP, registered Assessment Centers and Workplaces.
- Learner record management including enrolment linked to projects and certification of learners (minimum requirements as per NLRD / SETMIS requirements)
- Skills Development Provider (SDP) administration, maintenance and management
- Ability to distinguish between Workplace Approvals and NAMB/QCTO accredited SDP-new addition
- Ability to distinguish between the different SDP categories – Workplace, Practical and Theory
- Maintenance of and upload into the National Learner Record Database and reporting to SAQA
- Registration and maintenance of qualifications, learning programmes and unit standards in line with the NQF and Quality Council requirements
- Accreditation and maintenance of SDP’s Registration and maintenance of Assessors and Moderators
- Monitoring and evaluation of SDP’s Monthly and Quarterly reporting of the WSP submissions, to interface with the DHET SETMIS system which include Organizing Framework for Occupations (OFO) codes and learner municipality (postal codes) NLRD Uploading / Reporting to SAQA (Interface with SAQA NRLD system)
- Ability to distinguish between SETA and Industry Funded Learners
- Ability to create ad hoc reports to meet the needs of end users’ job functions without the intervention of dedicated report writers
- FP&M SETA will provide the templates and rules for standard reports. Bidders are encouraged to propose other reports that they deem will add value to FP&M SETA.
- User functions - Different stakeholders interface with FP&M SETA and will require different access as defined in the business rules (to be supplied). The users include but are not limited to:
  - Employers
  - Learners
  - Providers
  - Moderators
  - Assessors
o Verifiers
o FP&M SETA staff
o The system must have the ability to:
o Set controls at the account (user); and
o Field level appropriately segregate duties with user roles.

- Reporting and Uploads for each of the system modules, FP&M SETA requires reports to be generated periodically. These include standard, analytical, performance, and ad hoc reports. Standard reports include:
o DHET / SETMIS report which include Organizing Framework for Occupations (OFO) codes and learner municipality (postal codes) (Interface with DHET SETMIS system)
o Annual / Quarterly Performance Reporting
o Project Performance Reporting including finance
o Dashboard views of key performance indicators
- The system must have the ability to:
o provide digital document imaging, library, and document repository
o provide bulk uploads
o drill down into transactional details on summary reports

B. Strategic Projects Unit
The Projects unit is responsible for the administration of the following projects where learners are registered and grants are disbursed:

- Special Project;
- FP&M SETA Bursary Scheme;
- Work Experience Projects;
- Internship Programme;
- Recognition of Prior Learning (RPL)
- Catalytic/Non-Pivotal Projects
- Management Development Programme;
- TVET College Support Projects; and
- Non-artisans learnerships;
- Artisan Development;
• Adult Education and Training (AET);
• Foundational Learning Competency (FLC).

The Discretionary Grant Management System should provide adequate support for expression of interest, online invitation, application, evaluation, recommendation, approval, disbursement, tracking, management, reporting and feedback for the employed and unemployed of the abovementioned projects.

a) Each of the above has different eligibility criteria which should be built into the system.

b) The access requirements to be eligible for a discretionary grant is the submission of a mandatory grant application, therefore, the proposed system needs to interface with the Employer Management System.

c) All discretionary grants are linked to projects and project reports are generated.

d) The system should reconcile budget with approvals, write-backs, terminations and extensions.

e) The system must generate a commitment register from Discretionary Grant approvals and align with finance system to update payment per Discretionary Grant allocation.

f) The system must have functionality to process Discretionary Grant payments directly on the system.

g) The project system must be integrated with the Quality Assurance system to align registered learners with project/Discretionary Grant allocations and payments.

Contract Management (Interface with Project Management System) Module
• The system shall provide platform to manage contract as follows:

• Generate recommendation letter and final allocation contracts for each discretionary grant type with a unique number DG reference number.

• Generate electronic commitment register of approved discretionary grant projects which is updated at each new transaction.

• Signed final allocation agreements and related addenda to be digitally uploaded and saved against each project.

• Generate pro-forma learnership, internship and other agreements as supplied by FP&M SETA.

• Schedule projects and project milestones using electronic/digital platforms.

• Deliverables per milestone must be digitally uploaded and saved against each project and projects staff flagged of completed upload for verification.
• Generate a schedule of deliverables and a payment schedule upon DG Project approval
• Generate system based project reports indicating, inter alia, amounts committed in signed contracts, project expenditure, project performance against set milestones and targets.
• Generate termination letters
• Generate addenda as and when required
• Invoice tracking capabilities
• Ability to increase and reduce contract balances
• Ability to update with payment information
• The contract module shall be linked to enrolled learners on the system

C. Strategic Planning, Research and Reporting Unit
The Strategic Planning Unit is responsible for the administration of the following strategic functions and the system needs to aid in automating these activities:
• Coordination of the development of the FP&M SETA’s Strategic Plan;
• Coordination of the Mandatory (WSPs/ATRs) and Discretionary Grant application process (an online application process);
• Reporting on the organization’s performance in the Annual Performance Plan (APP);
• Ensuring effective implementation and maintenance of the ISO 9001:2008 Quality Management System;
• Ensuring effective implementation and functioning of the FP&M SETA’s ERP system; and
• Coordinating the function for the Auditor General (AG) audit and internal audits.
• Functional module for submission of WSPs/ATRs

D. Skills Planning, Research and Reporting Unit
The following functions are performed by the Skills Development and Research Unit:
• Online submissions of workplace skills plan (WSP) and annual training reports (ATRs) and the assessment and evaluation thereof;
• Approval of mandatory grants and the payment thereof as well as reporting;
• Data analysis and correlations;
• Pulling and manipulating data reports in real time for reporting purposes.
- SETMIS Reporting to DHET – Functional, accurate and complete monthly and quarterly reporting to DHET aligned to SETMIS requirements. Provision must also be made for a reporting validation of information and document control module for performance information.

- The SSP module must provide for the extraction and import of the employer management system functionality data. Skills Development Facilitator (SDF)

- Allow for online registration of internal/external employer skills development facilitators

- Allow for system update of SDF details by FP&M SETA and registered SDFs

- Include CRM functionality (which links the SDF to the employer file) to send bulk communication electronically to SDFs and employers

- **Inter-Seta Transfers (Interface the designated financial and related systems)**
  - system must provide a report on all transfers of employers into FP&M SETA
  - The system must provide a report on all transfer of employer out of FP&M SETA
  - Employers who wish to transfer out of FP&M SETA must have the ability to make an online application to transfer out.

- **Mandatory Grant application (WSP and ATR)**
  - The system must be able to generate the prescribed WSP and ATR template (known as Annexure A – included in the Skills Development Act)
  - Allow for registered SDFs to create and capture the employer online WSP and ATR annually
  - The WSP and ATR module must allow for the pre-population of previous years’ information into the current year template
  - Allow registered SDFs to upload and submit the WSP and ATR annually
  - Allow for online review, evaluation and approval of the WSP and ATR according to predefined criteria
  - The online approval of the WSP and ATR will trigger the approval of the employer mandatory grant in the case of a levy-paying employer only. (This must be able to interface with the SETA finance/grant system)
  - SDFs will be able to submit WSP and ATR information online up to 30 April of each year. The system will allow a read only access after this date has passed.
  - Employers who have been granted an extension will be allowed to access the system and submit information up to 31 May annually.
  - The WSP and ATR forms to be reviewed and updated as and when required
  - The CRM functionality to send communication electronically regarding the WSPATR to SDFs and employers.
  - FP&M SETA must be able to draw raw data from the system at any time
o Employer submissions of WSPs and ATR must be able to be tracked and monitored at a high level from the system

o The System must auto-generate email notifications on status changes.

o Integration with employer file(Levies)"

E. Outreach, Branding and Stakeholder Engagement

The Unit is responsible for the implementation of the FP&M sector Community Programme, and the coordination and facilitation of the core business of the FP&M SETA. The Unit is currently performing all of its functions manually without a system to ensure a seamless process.

The Unit requires a system that will assist with the following:

- Provide annual comprehensive information and plans for each province;
- Link the above to the sectoral mandate;
- Link the above to the number of employers and relevant stakeholders;
- Indicate the number of possible partnerships;
- Indicate the number of possible strategic projects;
- Show planned interventions;
- Generate a report regarding gaps and the need for interventions within different units;
- Capture all the relevant data for all projects including costs and progress within the SETA per region;
- Provide a global positioning system (GPS) that indicates the distances between interventions in a province;
- Show clear applications on the principles of project management as per the project management book of knowledge (PMBOK);
- Communicate with partners on relevant interventions and possible partnerships;
- Calculate costs of running a province in terms of human capital including timelines; and
- Indicate current risks and anticipated risks.
- Link to stakeholder databases
- Functional website – integrated and interactive - updated
- Module for management of stakeholder marketing proposals

Furthermore, The Unit is responsible for internal and external research and communication initiatives, directed at existing and potential stakeholders, using various
communication tools such as printed, electronic, face-to-face and social media communication

It is charged with strategically positioning the FP&M SETA in the minds of its stakeholders and ensuring the effective management of the organisation's reputation. Through its internal communication efforts, the Unit ensures the readiness of the FP&M SETA as an organisation, and its internal stakeholders, to fulfil the mandate of the FP&M SETA. Additionally, it ensures its customers are awarded the best possible service enabled through accurate record keeping of all interactions through the Customer Relationship Management (CRM) system, the recording of traffic on the FP&M SETA website, and recording call activity at reception through the Nashua telephony system.

F. Human Resources Unit

The Human Resources Unit’s core function includes the following:
- Recruitment and selection,
- Office management;
- Physical document management;
- Courier management.
- Policy development;
- Change Management;
- Payroll management;
- Job design and Evaluation;
- Performance Management;
- Employee wellness;
- Industrial Organisational Development (IOD);
- Job profiling;
- Training and development; and
- Personnel file maintenance.
- Occupational health, safety and environmental management;
- Additional module on VIP (Payroll system) for leave application
- Leave Management of Employees

G. Legal, Risk and Cooperate Governance Unit

The legal, Risk and Cooperate Governance Unit provides comprehensive legal services to all units of the FP&M SETA. The Unit focuses on providing strategic support to the FP&M SETA for legal, compliance and governance matters. The services provided by the Legal and Governance Unit include the following:
- Drafting, monitoring and training on all FP&M SETA agreements;
- Ensuring that the FP&M SETA complies with all relevant legislation;
- Identification, management and mitigation of all legal and governance risks;
- Development and maintenance of all stakeholder/customer relationships;
• Tracking and monitoring of service provider performance against agreed obligations; and
• Professional legal services to the organisation.
• Board and Committee secretary services.

H. Monitoring and Evaluation Unit

The Monitoring and Evaluation Unit performs the following functions:

a. Validation: The Unit performs the validation of the APP and QMR performance information against source documents prior to submission of the following accountability reports to the executive authority:
   i. Learner Verification: Develop learner verification plans and schedules, and conduct site visits to employers or training providers at intervals prior to grants payments. Provide to the unit, on a monthly basis, with complete information regarding funded learners.
   ii. Risk Management: The risk management activities through the M&E Unit are fully embedded. The monitoring of action plans arising from assurance, and activities are in the process of being fully integrated into wider performance reporting.
   iii. Business Continuity: A business continuity framework, which encompasses planning, preparation to ensure an organisation continues to operate in case of serious incidents or disasters, and is able to recover to an operational level within a reasonably short period, has been developed and is in the process of being fully implemented.
   iv. Combined Assurance Model: In line with approved risk management policy, the draft King IV report and other applicable policies the Unit has implemented a combined assurance model within the FP&M SETA. This includes tracking the implementation of risk mitigating strategies, assurance on the level of compliance with the Service Level Agreements (SLAs) signed with training providers.

b. Compliance: The recently Board approved compliance policy is being implemented, which enables the Unit to track the level of compliance with certain legislative provisions and provides assurance as a second line of defense. The benefit of compliance is that it decreases the risk of fines, penalties, work stoppages, lawsuits or a shutdown of the business.

c. Fraud Prevention: In line with the zero tolerance approach to fraud, corruption and related activities, the Unit reports and investigates all known incidents in line with the approved FP&M SETA Fraud Prevention Policy.

d. Evaluation: Evaluation shall measure whether what has been planned has had the intended impact(s) and ascertains reasons for not achieving the intended impact(s).
For the purposes of the M&E policy framework evaluation is a systematic collection and objective analysis of evidence on the FP&M SETA’s policies, projects, activities, systems and processes and whether the benefits of an intervention outweigh the related costs.

e. Audit Tracking: Internal and external reports are populated in the tracking register and communicated to the units against which exceptions were raised. Subsequently inputs are received and handed to the internal audit to test the adequacy of the implemented plans.

f. Risk management;

I. Finance Unit

The Finance Unit is responsible for ensuring prudent financial management of the organisation.

The Unit performs the following functions which should be supported by the proposed system:

- Management of revenue;
- Financial reporting;
- Expenditure and Payments
  - Payment file format for all major banks in South Africa
  - Integrated SCM PO Management systems
- Liabilities and debtors;
- Financial asset management;
- Physical asset management;
- Budgeting;
- Internal controls and business processes; and
- Levy and Grant Management
  - Interface with the designated system which contains uploaded employer files received from SARS on a monthly basis (these include new and existing employer levy information)
  - Provide mandatory grant and levy report per scheme and financial year
  - Provide discretionary grant expenditure report per employer, per project, per sector, per municipality and per province.
  - Grants and Levies integrated into the finance module.
- Financial reporting and ensuring compliance with applicable financial regulations and prescripts in the public sector.
The Project Accountancy happens within the Finance Unit reporting to the Chief Financial Officer (CFO). The role is to prepare the discretionary commitment registers and it serves as a link between the Finance and Projects Units. It ensures the reconciliation of the FP&M SETA commitment register in the projects Units, with the Microsoft AX Dynamics system within the Finance Unit. Manual and computerized systems are used during the reconciliation processes requiring advance Microsoft Excel skills.

J. Supply Chain Management Unit

The Supply Chain Management (SCM) Unit performs the following functions within the FP&M SETA and the system needs to digitally automate the activities as follow:

- End to End procurement process as legislated in the PFMA through National Treasury
  - Initiating Procurement Requests from the end user (Business Units) through all the approval processes to SCM
  - Issuing of the Request for Quotations (RFQ)/ Request for Proposal (RFP) to various Suppliers/Service Providers with an interface to the Central Supplier Database (CSD) system
  - Receipts of proposal in a forms of quotations and proposals from Suppliers/Service Providers
  - Evaluation, adjudication and awarding of Bids/Proposals
  - Issuing of purchase orders and award letters
  - Managing the receipt of good and the rendering of services for record keeping
  - Receipt and processing of invoices
  - Manage payments of suppliers in terms in line with the procurement policies
  - Provide procurement reports to National Treasury

- Online processing of requisitions and issuing of Purchase Orders within stipulated time frames;
- Assisting end-users to ensure specifications and terms of references are drafted clearly and unambiguously;
- Facilitating the appointment and coordination of Bid Specification, Evaluation and Adjudication Committees;
- Providing assistance to all Directorates within the FP&M SETA by limiting and avoiding irregular, fruitless, unauthorized and wasteful expenditure;
- Assisting the FP&M SETA to comply with its annual Procurement Plan;
- Reporting on Supply Chain Management performance to the Audit and Risk Committee;
• Providing effective feedback on SCM requests submitted to the Unit;
• Ensuring that payment packs are correctly filed and all supporting documents are attached; and
• Ensuring timely reporting to National Treasury on compulsory reports.
• Travel management;
  o Travel request by the end user business unit through the approval process to SCM
  o Travel Bookings to a third party service provider
  o Reconciliations of travel after the trip
  o Provide reports on travel by individual/business unit per month.

• Procurement and contract management;
  o Drafting and issuing of contracts for services to be rendered
  o Tracking and payment for the deliverables and milestones with various
  o Tracking contract variations
  o Managing contract terminations and/or renewals
  o Provide reports on contract performance

K. Information Technology Unit

The Information Technology (IT) Unit is responsible for the following activities within the FP&M SETA:

• Management of an online IT incident logging system that is ITIL compliant;
• Management of IT infrastructure;
• Monitoring of online network infrastructure and connectivity;
• Desktop support; and
• Online document management and archiving.
• Security management;
• Planned preventative and reactive maintenance;

14.3 SCOPE OF WORK AND PHASES

The service provider shall provide a range of Information and Communications Technology (ICT) consulting services covering:

• The strategic information system development;
• Project management;
• Advise on Business processes improvement;
• Business intelligence and performance dashboard;
• Data warehousing;
• Data Migration;
• Information and System Security Management
• Assistance with IT Audit compliance (AG and Internal)
• Assistance with legislative requirements, compliance and reporting.
• Disaster recovery;
• E-government;
• Interoperability; and
• Website Maintenance and Development
• The related Operations Unit’s technical specifications.

Phase 1 – Review and Analysis of Current Management Information System

The first phase will be the preparation of the Work Plan and the review of the existing MIS, subsystems, data and modules. On the basis of the above-mentioned review and analysis the FP&M SETA, rank the priorities of modules to be developed; and determine possible options for mid-and long-term priorities for the further development to be incorporated into the Systems Specifications and Design Report. The service provider must take into consideration changes in priorities.

Phase 2 – Development or Implementation of Data Warehouse

The second phase will be the development of the data warehouse structures, entities and relationships. The development of the data warehouse phase will include:

• Defining of the database structure and the level of detail;
• Creation of an open database allowing for upgrades and adaptations in the future;
• Defining of keys, entities and relationships;
• Determining system and hardware requirements;
• Implementation of disaster recovery for the FP&M SETA data warehouse;
• Performance of data cleansing of historical data;
• Migration of legacy data into the data warehouse;
• Building of data mining tools for the data warehouse; and
• Development of a high level search engine.
Phase 3 – Development and Test of ERP System Modules (Testing should be done by FP&M SETA staff and stakeholders)

This phase will be the development of the ERP System modules as prioritized in Phase 1 above. The building and development phase will include:

- Development of user friendly interface screens (Graphic User Interfaces) for the modules;
- Development of all required reports for the modules;
- Development of the lines of code for the modules;
- Testing of the functionality of the modules;
- Testing of the implementation of business rules within the modules; and
- Testing of the implementation of the back-end data warehouse implementation of the modules.

Phase 4 – Integration Testing of ERP System Modules

This phase will be the integrated testing of ERP system modules developed in Phase 3 above, to ensure that all modules can work as one system. The integration testing phase will include:

- Development of test data and live data test scenarios and test beds;
- Development of 360° test scenarios (start to finish) and test beds;
- Testing of the ERP system integration with VIP;
- Testing of the ERP system integration with common ERPs (e.g. SAP, Oracle and JD Edwards); and
- Testing of the ERP system integration with Premier HR (Sage VIP).

Phase 5 – Design and Development of the BI Module

This phase will be the design and building of the business intelligence module and will include:

- Development of the core Business Intelligence (BI) module and reporting templates as defined by legislation, the Department of Higher Education and Training (DHET), South African Qualifications Authority (SAQA), the National Artisan Moderation Body (NAMB), National treasury and the FP&M SETA;
- Development of BI templates for internal monthly, or as and when required, reporting requirements;
- Development of management and Executive dashboards; and
- Development of high level report writing templates, queries and cubes.

Phase 6 – Design and Development of the Project Management Module

This phase will consist of the design and building of the project management module, and will include:

- Development of automated process workflows for processes;
- Development of audit trails for the workflows for the processes;
• Development of a document management sub-module; and
• Development of the business rules implemented in the project management module.

**Phase 7 – Training of Users**

During this phase user will be trained on the features and functionality of the new ERP system modules and this will include:

• Development of end-user manuals for the new ERP system, project Management module and BI module;
• Development of system manuals for the new ERP system, project Management module and BI module;
• Development of system documentation for the new ERP system, project management module and BI module;
• Performance of training for FP&M SETA Staff and stakeholders;
• Performance of “train the trainer” training for selected FP&M SETA IT staff; and

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
<th>Deliverables</th>
</tr>
</thead>
</table>
| Phase 1 | Review and Analysis of Current Management Information System                  | • Project plan
                                                      • Systems specifications document |
| Phase 2 | Development of Data Warehouse                                                 | • Database structure report
                                                      • Entity relationship diagrams
                                                      • DRP implementation and testing report
                                                      • Legacy data cleansing
                                                      • Legacy data migration report
                                                      • Data mining tools documentation
                                                      • FP&M SETA Data Warehouse |
| Phase 3 | Development and Test of ERP SYSTEM Modules                                   | • Interface screens (GUIs)
                                                      • ERP System reports
                                                      • Source code for the modules
                                                      • Working ERP System modules
                                                      • Test results for back-end data warehouse implementation of the modules. |
| Phase 4 | Integration Testing of ERP SYSTEM Modules                                    | • Test, live data test scenarios and results
                                                      • 360-degree test scenarios and results
                                                      • Integration test results for Financial Management System
                                                      • Integration test results for common ERPs |
| Phase 5 | Linking the BI Cognos system to the newly implemented ERP SYSTEM             | • BI module
                                                      • DHET, SAQA and other regulatory bodies reporting templates |
15. SYSTEM ENVIRONMENTAL REQUIREMENTS

15.1 Application Software

a) FP&M SETA use Microsoft platform for its server and desktop functionality. The main desktop operating system is Windows 10, with 95% of all computers within FP&M SETA.

b) The main browsers used are Windows Edge and Google Chrome. FP&M SETA is currently on Office 365 E5 therefore compatibility with such should be considered.

c) The Bidder is required to provide a general description of the application program product and how it will meet requirements of this RFP.

Describe your overall:

d) comprehensive business solution in relation to the current environment mentioned above

e) indicate areas where the product fits and

f) Any possible gaps that require development and enhancements.

15.2 Vendor Solution

a) Describe your vendor model, including: hosting, integration, help desk, provisioning and desktop management capabilities, deployment model (dedicated servers, shared environment, etc.), impact to FP&M SETA’s network and bandwidth, and any partners that may be involved in service delivery.
b) Describe your proposed service level agreement, including any tiered levels of service, response times, and standard metrics.

c) Describe your support model, including: cost structure for support calls.

d) Describe your data centre and storage facilities, including: locations, staffing, physical security, environmental controls (including redundant power), redundancy/load balancing capabilities, data backups and disaster recovery capabilities.

e) Describe your logical security, including: firewall security, authentication controls, and data encryption capabilities.

f) Describe your change management, upgrade, and patch Management policies & practices?

g) Describe systems administration/management capabilities including: monitoring of performance measures, intrusion detection, and error resolution.

h) Describe how you will help FP&M SETA move to a new operation at the end of the contract term or if the contract is terminated, including the process for notifying of termination.

15.3 Proposed Implementation Plan

a) The Bidder is to provide an implementation plan in narrative format supported by an activity level project plan that details how the proposed solution is to be implemented. This implementation plan should at least include the following elements:

b) Provide an overall description of the Bidder’s project management approach towards this type of engagement and projected timing for major phases. Provide a comprehensive high-level project plan for achieving the successful deployment of your proposed system with a full compliance to the Systems Development Life Cycle (SDLC) and interfacing and integrating with the financial system. FP&M SETA expects the Bidder to provide project management resources leading to the successful deployment of the system. This project manager will work as a team member with FP&M SETA’s project management team. This project manager can be an employee of the Bidder or a partner of the Bidder. In either case, the costs for the project manager should be clearly denoted in the pricing section of the Price Proposal.
c) The FP&M SETA requests that the Bidder provide their project plan preferably in Microsoft Project format, hard and electronic copies as part of their technical proposal response.

d) It is expected that the Bidder will lead the efforts in each of the implementation areas described below unless stated otherwise. Further details on what is to be provided as part of the Bidder’s proposed implementation plan are included in the following subsections.

15.4 Key Success factors

Provide a general overview of the implementation approach you plan to use for the FP&M SETA that includes addressing the following items:

a) Describe how you transition from the sales cycle to the implementation phase of the project.

b) Describe key differentiators of the approach as it relates to implementing a solution on time, within budget and with the ability to meet the needs of a diverse client like FP&M SETA.

c) Describe how you conclude on a preferred implementation phasing of software modules. What is your recommended approach for this implementation?

d) Describe your approach towards running parallel systems for a period of time.

e) Describe your approach for data migration and how you ensure completeness of data from one system to another.

15.5 Data Conversion and Migration Plan

It is anticipated that data conversion will occur when migrating to the new application. The Bidder is expected to lead the FP&M SETA in the conversion of both electronic and manual data to the new system. It is expected that the Service Provider will be responsible for data extraction from current systems and data scrubbing and data pre-processing and that the Bidder will be responsible for overall data conversion coordination, definition of file layouts, and data import and validation into the new Integrated Management Information System. Bidders are to provide pricing for data conversions in their Price Proposals.

- Describe your general approach towards data conversion and how you would work with the FP&M SETA to conclude on what should be converted.
- Please describe your organization’s recommended approach toward retention of legacy data.
- Ability to access the legacy data previously stored
16 Report Development

For specific reporting requirements, it is anticipated that the Bidder will take the lead on developing any reports required as part of the initial deployment of the system. The Bidder is expected to provide specialized knowledge and information to the FP&M SETA staff during the development of needed reports, via technical training on the tools used for report development, database schema and architecture, etc.

Provide information on your reporting approach including:
- Description of various methods of reporting,
- Ad-Hoc Reports (Custom report) that may be required from time to time

16.1 Disaster Recovery and Protection of Information

FP&M SETA need the assurance that all the data and systems that are used to process its business processes are protected against any form of loss or risk including but not limited to the following accidental loss, malicious loss, theft, unauthorized access sabotage and most importantly privacy.

The service provide must provide a detailed proposal or plan on how these risks can be mitigated to ensure that there is minimal or no damage such occurrence take place.

16.2 Systems and Resource Training

FP&M SETA requires:
- As per the scope, the Bidder is expected to conduct user training, and provide user manuals, and online help for FP&M SETA end users.
- All end-user training will be performed on-site by the Bidder.
- The Bidder should describe the training approach and timelines.

16.3 Change Management Approach

FP&M SETA recognizes that a movement from the current environment to a new solution will present change management challenges.
- The Bidder should clearly identify their approach towards Change Management including any unique approaches, processes, or tools that will be used.
- Indicate the types of training manuals and other training documentation you will make available.

16.4 System Testing

The Bidder should describe their approach to the following types of testing that are
anticipated to be performed on the project and the type of assistance they anticipate providing to FP&M SETA related to such testing:

- System testing
- Integration testing (in relation to the ERP modules and other FP&M SETA systems)
- Stress/performance testing
- User acceptance testing (UAT)

16.5 On-going Support Services

Please specify the nature and conditions of the following post-implementation support options:

- Post-go live support
- Onsite support (e.g. system tuning, application configuration, interface issues, report development, network optimization, user training and tips to optimize the user experience)
- Online and after hours support i.e. telephone support, help desk services, Toll-free support line, Online knowledge base (i.e. – how it accesses, who updates it, etc.)
- Training for internal FP&M SETA staff and External FP&M SETA stakeholders
- Enhancement to the system and procedure to be followed.

16.6 Intellectual Property

The service provider should specify any terms in relating to the intellectual property rights relation to the following and how such can be protected to ensure that FP&M SETA operate as a going concern should such matters arise where there is dispute, litigation and jurisdiction where the systems and data are stored and managed from outside the Republic of South Africa

- Data – All the data captured on the system belong to FP&M SETA and the service provider is not entitled to use such for their own or third party benefits.

- Systems – Any dispute, litigation, change of ownership or matters relating to shareholding of the company should not affect the use of the system by FP&M SETA and mechanism should be put in place to ensure that such matter if they arise should not impede FP&M SETA in using the system(s).
16.7 PRICING

a) Service Providers are requested to provide an all-inclusive cost of this project assignment with the following clearly indicated:

- Daily rate of each consultant with anticipated number of days to complete assignment; and
- Anticipated travel and disbursement costs.
- Total cost for the initiation to completion of the assignment as per the Terms of References

b) Bidders are reminded that the FP&M SETA will award the bid based on a bidder’s total project cost and not hourly or daily rates. The bidder must ensure delivery of the project within the required timeframes stipulated in the terms of reference.

17 ACCOUNTABILITY AND REPORTING

The service provider will report directly to the ICT Manager for the duration of the assignment.
18 PROPOSED SELECTION CRITERIA

Functionality Evaluation

All proposals will be evaluated on the criteria provided in the table below. The proposals of all service providers will be rated on a scale of 0 to 5.

0: Document/item not submitted
1: Unacceptable, does not meet set criteria
2: Weak, less than acceptable. Insufficient for performance requirements
3: Average, however it might lack important element for stated Performance area.
4: Very good, above average compliance to the requirement
5: Exceptional mastery of the requirement should ensure extremely effective performance.

19 EVALUATION AND SELECTION CRITERIA

The FP&M SETA has set minimum standards (Gates) that a bidder needs to meet in order to be evaluated and selected as a successful bidder. The minimum standards consist of the following:

<table>
<thead>
<tr>
<th>Pre-qualification Criteria (Gate 0)</th>
<th>Technical Evaluation Criteria (Gate 1)</th>
<th>Price and B-BBEE Evaluation (Gate 2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bidders must submit all documents as outlined in paragraph 14.1 (Table 1) below. Only bidders that comply with ALL these criteria will proceed to Gate 1.</td>
<td>Bidder(s) are required to achieve a minimum of 75 points out of 100 points to proceed to Gate 2 (Price and BEE).</td>
<td>Bidder(s) will be evaluated out of 100 points and Gate 2 will only apply to bidder(s) who have met and exceeded the threshold of 75 points.</td>
</tr>
</tbody>
</table>

Gate 0: Pre-qualification Criteria

Without limiting the generality of the FP&M SETA’s other critical requirements for this Bid, bidder(s) must submit the documents listed in Table 1 below. All documents must be completed and signed by the duly authorised representative of the prospective bidder(s). During these phase Bidders’ responses will be evaluated based on compliance with the listed administration and mandatory bid requirements. The bidder(s) proposal may be disqualified for non-submission of any of the documents.
Table 1: Documents that must be submitted for Pre-qualification

<table>
<thead>
<tr>
<th>Document that must be submitted</th>
<th>Non-submission may result in disqualification?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invitation to Bid – SBD 1</td>
<td>YES Complete and sign the supplied pro forma</td>
</tr>
<tr>
<td>Tax Status SBD 1</td>
<td>YES i. Written confirmation that SARS may on</td>
</tr>
<tr>
<td></td>
<td>ongoing basis during the tenure of the contract</td>
</tr>
<tr>
<td></td>
<td>disclose the bidder’s tax compliance status.</td>
</tr>
<tr>
<td></td>
<td>ii. Proof of Registration on the Central Supplier Database</td>
</tr>
<tr>
<td></td>
<td>iii. Vendor number</td>
</tr>
<tr>
<td>Declaration of Interest – SBD 4</td>
<td>YES Complete and sign the supplied pro forma</td>
</tr>
<tr>
<td>Preference Point Claim Form – SBD 6.1</td>
<td>NO Non-submission will lead to a zero (0) score on BBBEE</td>
</tr>
<tr>
<td>Declaration of Bidder’s Past Supply Chain Management Practices – SBD 8</td>
<td>YES Complete and sign the supplied pro forma document</td>
</tr>
<tr>
<td>Certificate of Independent Bid Determination – SBD 9</td>
<td>YES Complete and sign the supplied pro forma document</td>
</tr>
<tr>
<td>Registration on Central Supplier Database (CSD)</td>
<td>YES The Service Provider must be registered as a service provider on the Central Supplier Database (CSD). If you are not registered proceed to complete the registration of your company prior to submitting your proposal. Visit <a href="https://secure.csd.gov.za/">https://secure.csd.gov.za/</a> to obtain your vendor number. Submit proof of registration.</td>
</tr>
<tr>
<td>Pricing Schedule</td>
<td>YES Submit full details of the pricing proposal in a separate envelope</td>
</tr>
<tr>
<td>Company Profile, and portfolio of evidence</td>
<td>NO Must submit a detailed company profile and provide examples of work done (articles, newsletters etc.).</td>
</tr>
<tr>
<td><strong>Detail CV of person handling FP&amp;M SETA Account</strong></td>
<td><strong>No</strong></td>
</tr>
<tr>
<td>---------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td><strong>Reference Letters</strong></td>
<td><strong>NO</strong></td>
</tr>
<tr>
<td><strong>Portfolio of Evidence</strong></td>
<td><strong>NO</strong></td>
</tr>
</tbody>
</table>
| **Pre-qualification criteria for preferential procurement (Preferential Procurement Regulations 2017)** | **YES** | The tenderer must provide proof of subcontracting a minimum of 30% to:
1. an EME or QSE which is at least 51% owned by black people;
2. an EME or QSE which is at least 51% owned by black people who are youth;
3. an EME or QSE which is at least 51% owned by black people who are women;
4. an EME or QSE which is at least 51% owned by black people with disabilities;
5. an EME or QSE which is at least 51% owned by black people living in rural or underdeveloped areas or townships;
6. a cooperative which is at least 51% owned by black people;
7. an EME or QSE which is at least 51% owned by black people who are military veterans;
8. an EME or QSE.  
(2) A tender that fails to meet any pre-qualifying criteria stipulated in the tender documents is an unacceptable tender. |

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20. Gate 1: Technical Evaluation Criteria = 100 points

Only Bidders that have met the Pre-Qualification Criteria in (Gate 0) will be evaluated in Gate 1 for functionality. Functionality will be evaluated as follows:

i. Functional Evaluation – Bidders will be evaluated out of 100 points and are required to achieve minimum threshold of 75 points of 100 points.

ii. The overall score must be equal or above 75 points in order to proceed to Gate 2 for Price and BBBEE evaluations.

As part of due diligence, FP&M SETA will conduct a site visit at a client of the Bidder (reference) for validation of the services rendered. The choice of site will be at FP&M SETA’s sole discretion.

The Bidder’s information will be scored according to the following points system:

<table>
<thead>
<tr>
<th>No.</th>
<th>CRITERIA</th>
<th>WEIGHT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Experience of the firm in undertaking a project to implement an Enterprise Resource Planning System.</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Proven experience and expertise in implementing an Enterprise Resource Planning System (supply proof of three (3) signed and contactable comprehensive reference letters narrating similar work done). The signature date should be less than Three (3) years old prior to the closing date of this request for proposal.</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Accreditation of the service provider</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Service provider should be accredited or have partnership certificate or agreement with the vendor of the preferred ERP solution.</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Capacity and expertise to implement an Enterprise Resource Planning system Developer</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Capable human resources (five (5) or more CVs of suitably qualified team to be part of this project Permanently. CVs should include individual certification and experience of each team member in software development, data warehousing, business intelligence, system and business analyses, business</td>
<td></td>
</tr>
</tbody>
</table>

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4. **Knowledge / skills transfer to the FP&M SETA IT staff and stakeholders**

   Demonstrate how they will transfer skills during project implementation and post project implementation (provide a training plan).
   
   Describe the methodology to be used for training. (5)
   
   Demonstrate how they will transfer skills to the sub-contractor during project implementation and post project implementation that will allow sub-contractor to provide sub-contracted services. (Provide a skills transfer plan) Describe the methodology to be used for Skills Transfer. (5)

5. **Proposed Project Plan**

   Includes tasks, timeframes, and resource allocation

   10

6. **Data Conversion and Migration Plan**

   Bidder to describe their approach towards data extraction, scrubbing, pre-processing, conversion, coordination, definition of file layouts, and data import and validation from the current systems into the new Integrated Management Information System

   10

7. **Presentation and Demonstration**

   Presentation (PowerPoint) and demonstration (test of dummy ERP system) of an ERP system developed for a company of similar size and mandate to the FP&M SETA (the presentation and demonstration must not exceed 45 minutes including questions and answers Session).

   25

**TOTAL POINTS**

100

---

**Note:** Certificates to be in line with the proposed ERP and certified copies of the certificates must be provided. Scoring of this criterion shall be based on provided certificates.

---

**Note:** Certificates to be in line with the proposed ERP and certified copies of the certificates must be provided. Scoring of this criterion shall be based on provided certificates.

---

**Note:** All bidders should obtain 60 out of 75 points on functionality to be evaluated further on presentation.
Due Diligence – (Presentation)

Bidders who score 70% and above for functionality will be shortlisted for phase 3 of the evaluation process which may take place (at FP&M SETA’s discretion) in the form of a presentation at FP&M SETA offices. Date and time to be confirmed with shortlisted bidder(s).

The Bid Evaluation Committee would conduct presentations.

Should presentations be part of the selection process, functionality will be adjusted to 80% and presentation will be allocated 20%. Total/consolidated points on functionality and Site-visit/presentation must add to 70% or more for a bidder to be shortlisted for phase 4 of the evaluation process. Bidders who score less than 70% after consolidation of functionality and presentation scores will be eliminated from further evaluation.
Rubrics for Evaluation Criteria or Scoring Ranges

The above evaluation criteria on paragraph would be evaluated-scored using below rubrics or scoring ranges:

<table>
<thead>
<tr>
<th>KEY PERFORMANCE AREA</th>
<th>ELEMENT</th>
<th>WEIGHT</th>
<th>SCORING MATRIX</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Experience of the firm in undertaking a project to implement an ERP</td>
<td>20</td>
<td>0= Document/Item not submitted</td>
</tr>
<tr>
<td></td>
<td>System</td>
<td></td>
<td>1=1 signed, contactable reference letters provided.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2= 2 signed, contactable reference letters provided.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3=3 signed, contactable reference letters provided.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4=4 signed, contactable references provided.</td>
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<td>5=5 or more signed and</td>
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<tr>
<td></td>
<td>Proven experience and expertise in implementing an Enterprise Resource</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Planning System (supply proof of three (3) signed and contactable</td>
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<th>SCORING MATRIX</th>
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</thead>
<tbody>
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<td>5</td>
<td>0= No accreditation or partnership certificate or agreement provided.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1= Bronze partnership or accreditation certificate or agreement provided.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>2= Silver partnership or accreditation certificate or agreement provided.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>3= Gold partnership or accreditation certificate or agreement provided.</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>4= Platinum partnership or accreditation certificate or agreement provided.</td>
</tr>
<tr>
<td>KEY PERFORMANCE AREA</td>
<td>ELEMENT</td>
<td>WEIGHT</td>
<td>SCORING MATRIX</td>
</tr>
<tr>
<td>----------------------</td>
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<td>5= Platinum partnership or accreditation certificate or agreement provided with achievement award from the vendor.</td>
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<td>0= No CVs provided</td>
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<td></td>
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<td></td>
<td>1= 1 CV provided with software development, data warehousing, business intelligence, system and business analyses, business intelligence, project management and database administration, certificates and experience.</td>
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<td></td>
<td>2= 2 CVs provided with software development data warehousing, business intelligence, project management and database administration.</td>
</tr>
<tr>
<td>Capacity and expertise to implement an Enterprise Resource Planning system</td>
<td>Capable human resources [five (5) or more CVs of suitably qualified team to be part of this project Permanently. CVs should include individual certification and experience of each team member in software development, data warehousing, business intelligence, system and business analyses, business intelligence, project management and database administration</td>
<td>20</td>
<td>0= No CVs provided</td>
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<td></td>
<td>1= 1 CV provided with software development, data warehousing, business intelligence, system and business analyses, business intelligence, project management and database administration, certificates and experience.</td>
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<td>2= 2 CVs provided with software development data warehousing, business intelligence, project management and database administration.</td>
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<tr>
<td>KEY PERFORMANCE AREA</td>
<td>ELEMENT</td>
<td>WEIGHT</td>
<td>SCORING MATRIX</td>
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<tr>
<td>Note: Certificates to be in line with the proposed ERP and certified copies of the certificates must be provided. Scoring of this criterion shall be based on provided certificates.</td>
<td>business intelligence, system and business analyses, business intelligence, project management and database administration, certificates and experience.</td>
<td>3=3 CVs provided with software development, data warehousing, business intelligence, system and business analyses, business intelligence, project management and database administration, certificates and experience.</td>
<td>4=4 CVs provided with software development, data warehousing, business intelligence, system and business analyses, business intelligence, project management and database administration, certificates and experience.</td>
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<td>KEY PERFORMANCE AREA</td>
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<td>development, data warehousing, business intelligence, system and business analyses, business intelligence, project management and or database administration certificates and experience.</td>
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<td>5=5 or more CVs provided with software development, data warehousing, business intelligence, system and business analyses, business intelligence, project management and or database administration certificates and experience.</td>
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<td>KEY PERFORMANCE AREA</td>
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<td>SCORING MATRIX</td>
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<td>-----------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Knowledge / skills transfer to the FP&amp;M SETA IT staff and stakeholders</td>
<td>Demonstrate how they will transfer skills during project implementation and post project implementation (provide a training plan). Describe the methodology to be used for training. (5) Demonstrate how they will transfer skills to the sub-contractor during project implementation and post project implementation that will allow sub-contractor to provide sub-contracted services. (Provide a skills transfer plan) Describe the methodology to be used for Skills Transfer. (5)</td>
<td>10</td>
<td>0=No training plan provided.  1=Training plan with no training layout or methodology provided. 2=Training plan with training layout methodology provided. 3=Detailed training plan or methodology provided with an example of a training manual and system manual. 4=Detailed training plan provided with a training manual, system manual and CV of the training facilitators.</td>
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<tr>
<td>KEY PERFORMANCE AREA</td>
<td>ELEMENT</td>
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<td>SCORING MATRIX</td>
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<td>5= Detailed training plan provided with a training manual, system manual, and Detailed CVs of the training facilitators.</td>
</tr>
</tbody>
</table>
| Proposed Project Plan| Including tasks, timeframes, and resource allocation. | 10 | 0=No plan submitted.  
1= Plan with no tasks or resource allocation.  
2=Plan with either tasks or resource allocation.  
3=Plan provided with tasks, timeframes, and resource allocation.  
4=Plan provided with tasks, timeframes, budget allocation for each task and resource allocation |
<table>
<thead>
<tr>
<th>KEY PERFORMANCE AREA</th>
<th>ELEMENT</th>
<th>WEIGHT</th>
<th>SCORING MATRIX</th>
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<td></td>
<td></td>
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<td>and milestones of each phase.</td>
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<td></td>
<td>5=Comprehensive Plan provided with tasks, timeframes, budget allocation for each task and resource allocation, milestones of each phase and post implementation support plan.</td>
</tr>
<tr>
<td>Data Conversion and Migration Plan</td>
<td>Bidder to describe their approach towards data extraction, scrubbing, pre-processing, conversion, coordination, definition of file layouts, and data import and validation from the current systems into the new Integrated Management Information System</td>
<td>10</td>
<td>0- Bidder do not submit Data Conversion and Migration plan 2-6 Bidder submitted Data Conversion and Migration plan, however it does not address all of the elements 6-10 = Bidder submitted Data Conversion and Migration plan that</td>
</tr>
<tr>
<td>KEY PERFORMANCE AREA</td>
<td>ELEMENT</td>
<td>WEIGHT</td>
<td>SCORING MATRIX</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>address all of the elements</td>
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<tr>
<td>Total</td>
<td></td>
<td>75</td>
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</tr>
</tbody>
</table>

Note: All bidders should obtain 60 out of 75 points on functionality to be evaluated further on presentation.
| Presentation and Demonstration | Presentation (PowerPoint) and demonstration (test of dummy ERP system) of an ERP system developed for a company of similar size and mandate to the FP&M SETA (the presentation and demonstration must not exceed 45 minutes including questions and answers Session). | 25 | 0=No presentation and demonstration conducted.  
1=Either or 1 of the conducted.  
2=Presentation and ERP System demonstration conducted.  
3=Presentation and ERP System demonstration conducted with additional features the FP&M SETA did not ask for.  
4=Presentation and ERP System demonstration Conducted. With value adds such as API (integration to home affairs to verify IDs) |
<table>
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<th>layer 2 authentication features such as OTP etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
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<tr>
<td>25</td>
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<tr>
<td>Grand Total</td>
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</table>

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21. Gate 2: Price and BBBEE Evaluation (80+20) = 100 points

Only Bidders that have met the 75 points threshold in Gate 1 will be evaluated in Gate 2 for price and BBBEE. Price and BBBEE will be evaluated as follows:

In terms of regulation 6 of the Preferential Procurement Regulations pertaining to the Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000), responsive bids will be adjudicated on the 80/20-preference point system in terms of which points are awarded to bidders on the basis of:

- The bid price (maximum 80 points)
- B-BBEE status level of contributor (maximum 20 points)

1. Stage 1 – Price Evaluation (80 Points)

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Points</th>
</tr>
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<tbody>
<tr>
<td>Price Evaluation</td>
<td>80</td>
</tr>
</tbody>
</table>

The following formula will be used to calculate the points for price:

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

Where
- \( Ps \) = Points scored for comparative price of bid under consideration
- \( Pt \) = Comparative price of bid under consideration
- \( P_{min} \) = Comparative price of lowest acceptable bid

2. Stage 2 – BBBEE Evaluation (20 Points)

a. BBBEE Points allocation

A maximum of 20 points may be allocated to a bidder for attaining their B-BBEE status level of contributor in accordance with the table below:

<table>
<thead>
<tr>
<th>B-BBEE Status Level of Contributor</th>
<th>Number of Points</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>18</td>
</tr>
<tr>
<td>3</td>
<td>14</td>
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</table>
B-BBEE points may be allocated to bidders on submission of the following documentation or evidence:

- A duly completed Preference Point Claim Form: Standard Bidding Document (SBD 6.1); and
- B-BBEE Certificate

b. Joint Ventures, Consortiums and Trusts

A trust, consortium or joint venture, will qualify for points for their B-BBEE status level as a legal entity, provided that the entity submits their B-BBEE status level certificate.

A trust, consortium or joint venture will qualify for points for their B-BBEE status level as an unincorporated entity, provided that the entity submits their consolidated B-BBEE scorecard as if they were a group structure and that such a consolidated B-BBEE scorecard is prepared for every separate bid.

Bidders must submit concrete proof of the existence of joint ventures and/or consortium arrangements. The FP&M SETA will accept signed agreements as acceptable proof of the existence of a joint venture and/or consortium arrangement.

The joint venture and/or consortium agreements must clearly set out the roles and responsibilities of the Lead Partner and the joint venture and/or consortium party. The agreement must also clearly identify the Lead Partner, who shall be given the power of attorney to bind the other party/parties in respect of matters pertaining to the joint venture and/or consortium arrangement.

3. Stage 3 (80 + 20 = 100 points)

The Price and BBBEE points will be consolidated
22. PRICING PROPOSALS

The FP&M SETA reserves the right to negotiate the selection/prioritisation of deliverables in line with the contract price.

The quotation must outline the costs projection for the requirements set out and also include a breakdown of the following costs where applicable:

Bidders are required to indicate if prices are fixed or not, if not firm for the full period, provide details of the basis on which adjustments will be applied for, for example consumer price index.

NOTES REGARDING PRICING
The rates MUST be all inclusive. This means, all direct and indirect related cost must be included. Note that failure to propose the rates will render the entire bid as non-responsive and will result in the bidder scoring zero out of 80 points achievable on the price criteria.

23. GENERAL CONDITIONS OF CONTRACT

Any award made to a bidder(s) under this bid is conditional, amongst others, upon –

a. The bidder(s) accepting the terms and conditions contained in the General Conditions of Contract as the minimum terms and conditions upon which FP&M SETA is prepared to enter into a contract with the successful Bidder(s).

b. The bidder submitting the General Conditions of Contract to the FP&M SETA together with its bid, duly signed by an authorised representative of the bidder.

24. CONTRACT PRICE ADJUSTMENT

Contract price adjustments will be done annually on the anniversary of the contract start date. The price adjustment will be based on the Consumer Price Index Headline Inflation.

<table>
<thead>
<tr>
<th>TABLE NAME</th>
<th>DESCRIPTION</th>
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<tr>
<td>Table E - All Items</td>
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</table>

25. SERVICE LEVEL AGREEMENT

a. Upon award the FP&M SETA and the successful bidder will conclude a Service Level Agreement regulating the specific terms and conditions applicable to the
services being procured by the FP&M SETA, more or less in the format of the draft Service Level Indicators included in this tender pack.

b. The FP&M SETA reserves the right to vary the proposed draft Service Level Indicators during the course of negotiations with a bidder by amending or adding thereto.

c. Bidder(s) are requested to:

   a. Comment on draft Service Level Indicators and where necessary, make proposals to the indicators;
   b. Explain each comment and/or amendment; and
   c. Use an easily identifiable colour font or “track changes” for all changes and/or amendments to the Service Level Indicators for ease of reference.

d. The FP&M SETA reserves the right to accept or reject any or all amendments or additions proposed by a bidder if such amendments or additions are unacceptable to the FP&M SETA or pose a risk to the organisation.

26. SPECIAL CONDITIONS OF THIS BID

The FP&M SETA reserves the right:

a. To award this tender to a bidder that did not score the highest total number of points, only in accordance with section 2(1)(f) of the PPPFA (Act 5 of 2000)

b. To negotiate with one or more preferred bidder(s) identified in the evaluation process, regarding any terms and conditions, including price without offering the same opportunity to any other bidder(s) who has not been awarded the status of the preferred bidder(s).

c. To accept part of a tender rather than the whole tender.

d. To carry out site inspections, product evaluations or explanatory meetings in order to verify the nature and quality of the services offered by the bidder(s), whether before or after adjudication of the Bid.

e. To correct any mistakes at any stage of the tender that may have been in the Bid documents or occurred at any stage of the tender process.

f. To cancel and/or terminate the tender process at any stage, including after the Closing Date and/or after presentations have been made, and/or after tenders have
been evaluated and/or after the preferred bidder(s) have been notified of their status as such.

g. Award to multiple bidders based either on size or geographic considerations.

27. The FP&M SETA REQUIRES BIDDER(S) TO DECLARE

In the Bidder’s Technical response, bidder(s) are required to declare the following:

a. Confirm that the bidder(s) is to: —
   
   a. Act honestly, fairly, and with due skill, care and diligence, in the interests of the FP&M SETA;
   
   b. Have and employ effectively the resources, procedures and appropriate technological systems for the proper performance of the services;
   
   c. Act with circumspection and treat the FP&M SETA fairly in a situation of conflicting interests;
   
   d. Comply with all applicable statutory or common law requirements applicable to the conduct of business;
   
   e. Make adequate disclosures of relevant material information including disclosures of actual or potential own interests, in relation to dealings with the FP&M SETA;
   
   f. Avoidance of fraudulent and misleading advertising, canvassing and marketing;
   
   g. To conduct their business activities with transparency and consistently uphold the interests and needs of the FP&M SETA as a client before any other consideration; and
   
   h. To ensure that any information acquired by the bidder(s) from the FP&M SETA will not be used or disclosed unless the written consent of the client has been obtained to do so.

28. CONFLICT OF INTEREST, CORRUPTION AND FRAUD

a. The FP&M SETA reserves its right to disqualify any bidder who either itself or any of whose members (save for such members who hold a minority interest in the bidder through shares listed on any recognised stock exchange), indirect members (being any person or entity who indirectly holds at least a 15% interest in the bidder other than in the context of shares listed on a recognised stock exchange), directors
or members of senior management, whether in respect of FP&M SETA or any other
government organ or entity and whether from the Republic of South Africa or
otherwise ("Government Entity")

a. engages in any collusive tendering, anti-competitive conduct, or any other
similar conduct, including but not limited to any collusion with any other
bidder in respect of the subject matter of this bid;

b. seeks any assistance, other than assistance officially provided by a
Government Entity, from any employee, advisor or other representative of
a Government Entity in order to obtain any unlawful advantage in relation to
procurement or services provided or to be provided to a Government Entity;

c. makes or offers any gift, gratuity, anything of value or other inducement,
whether lawful or unlawful, to any of the FP&M SETA’s officers, directors,
employees, advisors or other representatives;

d. makes or offers any gift, gratuity, anything of any value or other inducement,
to any Government Entity’s officers, directors, employees, advisors or other
representatives in order to obtain any unlawful advantage in relation to
procurement or services provided or to be provided to a Government Entity;

e. accepts anything of value or an inducement that would or may provide
financial gain, advantage or benefit in relation to procurement or services
provided or to be provided to a Government Entity;

f. pays or agrees to pay to any person any fee, commission, percentage,
brokerage fee, gift or any other consideration, that is contingent upon or
results from, the award of any tender, contract, right or entitlement which is
in any way related to procurement or the rendering of any services to a
Government Entity;


g. has in the past engaged in any matter referred to above; or

h. has been found guilty in a court of law on charges of fraud and/or forgery,
regardless of whether or not a prison term was imposed and despite such
bidder, member or director’s name not specifically appearing on the List of
Tender Defaulters kept at National Treasury.
29. MISREPRESENTATION DURING THE LIFECYCLE OF THE CONTRACT

a. The bidder should note that the terms of its Tender will be incorporated in the proposed contract by reference and that the FP&M SETA relies upon the bidder’s Tender as a material representation in making an award to a successful bidder and in concluding an agreement with the bidder.

b. It follows therefore that misrepresentations in a Tender may give rise to service termination and a claim by the FP&M SETA against the bidder notwithstanding the conclusion of the Service Level Agreement between the FP&M SETA and the bidder for the provision of the Service in question. In the event of a conflict between the bidder’s proposal and the Service Level Agreement concluded between the parties, the Service Level Agreement will prevail.

30. PREPARATION COSTS

The Bidder will bear all its costs in preparing, submitting and presenting any response or Tender to this bid and all other costs incurred by it throughout the bid process. Furthermore, no statement in this bid will be construed as placing the FP&M SETA, its employees or agents under any obligation whatsoever, including in respect of costs, expenses or losses incurred by the bidder(s) in the preparation of their response to this bid.

31. INDEMNITY

If a bidder breaches the conditions of this bid and, as a result of that breach, the FP&M SETA incurs costs or damages (including, without limitation, the cost of any investigations, procedural impairment, repetition of all or part of the bid process and/or enforcement of intellectual property rights or confidentiality obligations), then the bidder indemnifies and holds the FP&M SETA harmless from any and all such costs which the FP&M SETA may incur and for any damages or losses the FP&M SETA may suffer.

32. PRECEDENCE

This document will prevail over any information provided during any briefing session whether oral or written, unless such written information provided, expressly amends this document by reference.
33. LIMITATION OF LIABILITY

A bidder participates in this bid process entirely at its own risk and cost. The FP&M SETA shall not be liable to compensate a bidder on any grounds whatsoever for any costs incurred or any damages suffered as a result of the Bidder’s participation in this Bid process.

34. TAX COMPLIANCE

No tender shall be awarded to a bidder who is not tax compliant. The FP&M SETA reserves the right to withdraw an award made, or cancel a contract concluded with a successful bidder in the event that it is established that such bidder was in fact not tax compliant at the time of the award, or has submitted a fraudulent Tax Clearance Certificate to The FP&M SETA, or whose verification against the Central Supplier Database (CSD) proves non-compliant. The FP&M SETA further reserves the right to cancel a contract with a successful bidder in the event that such bidder does not remain tax compliant for the full term of the contract.

35. TENDER DEFAULTERS AND RESTRICTED SUPPLIERS

No tender shall be awarded to a bidder whose name (or any of its members, directors, partners or trustees) appear on the Register of Tender Defaulters kept by National Treasury, or who have been placed on National Treasury’s List of Restricted Suppliers. The FP&M SETA reserves the right to withdraw an award, or cancel a contract concluded with a Bidder should it be established, at any time, that a bidder has been blacklisted with National Treasury by another government institution.

36. GOVERNING LAW

South African law governs this bid and the bid response process. The bidder agrees to submit to the exclusive jurisdiction of the South African courts in any dispute of any kind that may arise out of or in connection with the subject matter of this bid, the bid itself and all processes associated with the bid.

37. RESPONSIBILITY FOR SUB-CONTRACTORS AND BIDDER’S PERSONNEL
A bidder is responsible for ensuring that its personnel (including agents, officers, directors, employees, advisors and other representatives), its sub-contractors (if any) and personnel of its sub-contractors comply with all terms and conditions of this bid. In the event that The FP&M SETA allows a bidder to make use of sub-contractors, such sub-contractors will at all times remain the responsibility of the bidder and the FP&M SETA will not under any circumstances be liable for any losses or damages incurred by or caused by such sub-contractors.

38. CONFIDENTIALITY

Except as may be required by operation of law, by a court or by a regulatory authority having appropriate jurisdiction, no information contained in or relating to this bid or a bidder’s tender(s) will be disclosed by any bidder or other person not officially involved with the FP&M SETA’s examination and evaluation of a Tender.

No part of the bid may be distributed, reproduced, stored or transmitted, in any form or by any means, electronic, photocopying, recording or otherwise, in whole or in part except for the purpose of preparing a Tender. This bid and any other documents supplied by the FP&M SETA remain proprietary to the FP&M SETA and must be promptly returned to the FP&M SETA upon request together with all copies, electronic versions, excerpts or summaries thereof or work derived there from.

Throughout this bid process and thereafter, bidder(s) must secure the FP&M SETA’s written approval prior to the release of any information that pertains to (i) the potential work or activities to which this bid relates; or (ii) the process which follows this bid. Failure to adhere to this requirement may result in disqualification from the bid process and civil action.

39. THE FP&M SETA PROPRIETARY INFORMATION

Bidder will on their bid cover letter make declaration that they did not have access to any the FP&M SETA proprietary information or any other matter that may have unfairly placed that bidder in a preferential position in relation to any of the other bidder(s).

40. AVAILABILITY OF FUNDS

Should funds no longer be available to pay for the execution of the responsibilities of this bid, the FP&M SETA may terminate the Agreement at its own discretion or temporarily
suspend all or part of the services by notice to the successful bidder who shall immediately make arrangements to stop the performance of the services and minimize further expenditure: Provided that the successful bidder shall thereupon be entitled to payment in full for the services delivered, up to the date of cancellation or suspension.

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