TERMS OF REFERENCE

NT008-2026

APPOINTMENT OF A SERVICE PROVIDER TO DESIGN, DEVELOPMENT, IMPLEMENT AND SUPPORT THE ELECTRONIC PROCUREMENT SYSTEM FOR NATIONAL TREASURY FOR A PERIOD OF 36 MONTHS

NON-COMPULSORY VIRTUAL BRIEFING SESSION TO BE HELD:

19 JUNE 2026 (MICROSOFT TEAMS)

CLOSING DATE AND TIME OF BID

17 JULY 2026 AT 11H00

BID VALIDITY PERIOD:

90 DAYS

national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

A NATION THAT WORKS

2030 NDP

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LIST OF ABBREVIATIONS

ABBREVIATION	FULL NAME
ABAC	Attribute-Based Access Control
API	Application Programming Interface
BAC	Bid Adjudication Committee
BEC	Bid Evaluation Committee
B-BBEE	Broad-Based Black Economic Empowerment
BPR	Business Process Re-engineering
CIDB	Construction Industry Development Board
CIPC	Companies and Intellectual Property Commission
CSD	Central Supplier Database
DPSA	Department of Public Service and Administration
EME	Exempted Micro Enterprise (in context of B-BBEE)
FICA	Financial Intelligence Centre Act
FRS	Functional Requirements Specification
ICN	Item Control Number
IFMS	Integrated Financial Management System
LOGIS	Logistical Information System
MAPS	Methodology for Assessing Procurement Systems
M&E	Monitoring and Evaluation
MFA	Multi-Factor Authentication
MFMA	Municipal Finance Management Act
NFRS	Non-Functional Requirements Specification
NT	National Treasury
OCDS	Open Contracting Data Standard
OCPO	Office of the Chief Procurement Officer
PFMA	Public Finance Management Act

ABBREVIATION	FULL NAME
POPIA	Protection of Personal Information Act
PPA	Public Procurement Act (also referred to as the Public Procurement Act of 2024)
PPPFA	Preferential Procurement Policy Framework Act
PPR 2022	Preferential Procurement Regulation 2022
PSIRA	Private Security Industry Regulatory Authority
QSE	Qualified Small Enterprise
RBAC	Role-Based Access Control
RSA	Republic of South Africa
SCM	Supply Chain Management
SIDP	Short and Long Item Description Patterns
SITA	State Information Technology Agency
SLA	Service Level Agreement
SANAS	South African National Accreditation System
SARS	South African Revenue Service
SCC	Special Conditions of Contract
SBD	Standard Bidding Document
SMME	Small, Medium and Micro Enterprises (also written as SMEs in some places)
UNSPSC	United Nations Standard Products and Services Code
VAT	Value Added Tax
WCAG	Web Content Accessibility Guidelines

DEFINITIONS

Customer	A participant on the contract who procures goods and/or services from the appointed Supplier(s).
Delivery	The process of transporting goods from a bidder's source location to a predefined destination by the participants.
Due Diligence	The investigation or exercise of care that the State conducts before entering into an agreement with the bidders to validate the bid responses.

TABLE 1: BID DOCUMENT CHECKLIST AND RETURNABLE

#	Document Name[1]	Included in the published bid document?	To be returned by bidder?	Bidder to tick Yes if document is submitted
PHASE 1: MANDATORY REQUIREMENTS				
SBD 3.3 Pricing Schedule		Yes	Yes	
PHASE 2: LEGISLATIVE AND OTHER STANDARD BIDDING REQUIREMENTS				
1.	SBD 1 Invitation form to bid	Yes	Yes	
2.	SBD 4 Declaration of Interest	Yes	Yes	
3.	SBD 6.1 Preference Points Claim Form	Yes	Yes	
4.	Full CSD report	No	Yes	
5.	CIPC documents	No	Yes	
6.	CV template	Yes	Yes	
7.	Copies of qualifications	No	Yes	
8.	Signed teaming agreement	No	If Applicable	
9.	Valid work permit and/or permanent residency proof for foreign nationals	No	If Applicable	
10.	Valid Tax Clearance Certificate and/or SARS-issued pin code	No	Yes	
11.	Consolidated Central Supplier Database Registration (CSD) full report in the case of a joint venture	No	If Applicable	
PHASE 3: FUNCTIONALITY				
12.	**Phase 3A:** Resource Matrix – Bidder must submit supporting documents. **Phase 3B:** Company capability matrix – A minimum of 70% threshold must be achieved on functionality which combines Phase 3A and Phase 3B.	No	Yes	
13.	**Phase 3C:** Due diligence evaluation matrix The Site inspection/Due diligence will be limited to the bidders who met the minimum threshold of 70% on functionality – Phase 3A + Phase 3B. A minimum threshold of 70 % on-site inspection must be achieved.	No	Yes	
PHASE 4: PRICE & SPECIFIC GOALS				
14.	Proof of specific goals requirements	No	Yes	

1. SECTION A: INTRODUCTION AND TERMS OF REFERENCE

2. DESCRIPTION AND FORMAT OF THE BID

2.1 Appointment of a service provider for the design, development, implementation and operationalisation of electronic procurement system for National Treasury.

2.2 This bid document is structured as follows:

- Section A : Introduction and Terms of Reference
- Section B : Conditions of Bid
- Part 1 : Evaluation Criteria
- Part 2 : Additional Bid Requirements
- Part 3 : Recommendation and Appointment of Bidders
- Section C : Conditions of Contract

3. LEGISLATIVE AND REGULATORY FRAMEWORK

3.1 This bid and all contracts emanating there from will be subject to General Conditions of Contract issued in accordance with Treasury Regulation 16A published in terms of the Public Finance Management Act, 1999 (Act 1 of 1999) (PFMA) as well as the Preferential Procurement Policy Framework Act 2000 (PPPFA) with its latest 2022 regulations.

3.2 The Special Conditions of Contract (SCC) are supplementary to that of General Conditions of Contract (GCC). However, where the Special Conditions of Contract conflict with the General Conditions of Contract, the Special Conditions of Contract prevail.

4. DURATION OF CONTRACT

4.1 Appointment of a service provider for the design, development, implementation and operationalisation of electronic procurement system for National Treasury for a period of 36 months.

5. BRIEFING SESSION

5.1 A non-compulsory virtual briefing session will be held as follows:

Venue : Microsoft Teams

Date : 19 June 2026

Link : https://teams.microsoft.com/meet/354916327385299?p=dChPtHI9lOWFC3zA2Q

Time : 10:00 – 11:00

5.2 The bid information session is not compulsory but will provide bidders with an opportunity to obtain clarity on certain aspects of the procurement process as set out in this bid document.

5.3 The National Treasury reserves the right to answer questions at the briefing session and/or to respond formally after the briefing session.

6. TERMS OF REFERENCE

6.1 **Technical Specifications**

6.1.1 Appointment of a service provider for the design, development, implementation and operationalisation of electronic procurement system for National Treasury for a period of 36 months.

6.1.2 The contract will consist of the following:

6.1.3 **INTRODUCTION**

6.1.4 Public procurement is one of the state's most powerful levers for delivering services, driving inclusive economic growth and advancing socio-economic transformation. In South Africa, this responsibility is framed by section 217 of the Constitution, which requires that public procurement be fair, equitable, transparent, competitive and cost-effective. The Public Finance Management Act, 1999 (PFMA), the Municipal Finance Management Act, 2003 (MFMA) and the Preferential Procurement Policy Framework Act, 2000 (PPPFA) and their respective subordinate legal instrument, gives practical effect to these constitutional principles and sets out how organs of state must plan, execute and oversee procurement processes. Once fully implemented, the PPA will harmonise procurement legislation and practices across government institutions.

Over the past decade, the National Treasury (NT) has led a series of reforms aimed at strengthening this system. The establishment of the Office of the Chief Procurement Officer, the introduction of transversal term contracts and the rollout of digital tools such as the Central Supplier Database (CSD), eTender Portal, and the OCPO Data Warehouse have improved transparency and helped to standardise some aspects of supply chain management. The National Treasury procurement processes remain unautomated, still relying on paper-based steps or unconnected systems, limited end-to-end automation and weak visibility of the full procurement lifecycle.

As part of the ongoing modernisation effort, implementation of an Electronic Procurement (e-Procurement) system has become essential for transforming the way National Treasury plans, manages, and executes its procurement activities. International and local experience has demonstrated that well-designed e-Procurement systems can address many of these challenges by providing an integrated digital environment for planning, sourcing, contracting, contract management and reporting.

These terms of reference set out the requirements for procuring a service provider to design, configure, implement and support the e-Procurement system for the National Treasury. The document describes the legal and policy framework, the functional and technical scope, the expectations around integration, security, innovation and use of technologies such as analytics and AI, and the approach to change management, capacity building and implementation. It is intended to give potential bidders a clear, comprehensive

understanding of what is required to support a high-quality, competitive procurement process and successful implementation.

The e-Procurement system will serve as a digital platform through which National Treasury can conduct the full range of procurement transactions. By providing an integrated environment for planning, tendering, evaluation, contract management, and reporting, the system will streamline processes, reduce administrative burdens, and ensure consistent compliance with legal and regulatory requirements. This modernised approach will enhance transparency, strengthen governance, and improve the overall efficiency of procurement operations across the public sector.

A key benefit of the e-Procurement system is that it will expand access to procurement opportunities, especially for small and medium-sized enterprises (SMEs) and suppliers from historically disadvantaged groups. The system will promote competition and support inclusive economic participation. The platform will also incorporate advanced analytics and real-time data capabilities, enabling improved oversight, proactive risk detection, and stronger accountability. Features such as automated workflows, digital signatures, and secure electronic forms will safeguard the integrity of transactions and create a more reliable and transparent procurement environment.

6.1.5 BACKGROUND

South Africa has undertaken significant procurement reforms over the past decade to give practical effect to section 217 of the Constitution, which requires that public procurement be fair, equitable, transparent, competitive and cost-effective. The establishment of the Office of the Chief Procurement Officer (OCPO), the introduction of and rollout of systems such as the Central Supplier Database (CSD) and the eTender Portal, and the OCPO Data Warehouse have all been important milestones. These reforms have improved transparency, created a single point of access for tender opportunities and supplier registration, and laid a foundation for more standardised supply chain management practices across the public sector.

Despite this progress, the NT's procurement processes remain highly manual thus necessitating that an electronic procurement system should be implemented. Diagnostic assessments, including the Methodology for Assessing Procurement Systems (MAPS), Auditor-General findings and NT's own reviews, have consistently highlighted structural weaknesses in the current operating environment. Procurement processes remain highly manual, paper-based steps or patchwork of unintegrated systems. These conditions contribute to long lead times, administrative burden, uneven compliance, and heightened exposure to fraud, corruption, and waste.

Global experience shows that well-designed e-Procurement systems are a powerful lever for addressing these challenges. Mature e-Procurement systems provide a digital environment that links planning, budgeting, sourcing, contract management, disposal, asset management, payment and reporting, and that integrates with core public financial management and external data sources (such as tax, company registration and identity registries). These enable compliance monitoring, red flags and many other values adds. When implemented with strong governance, they improve competition and value for money, strengthen integrity and oversight, and generate rich data that can be used to manage risk, shape markets and track policy outcomes such as localisation and the participation of SMMEs and other targeted groups.

Through this procurement process, the National Treasury seeks to contract a service provider to design, develop, configure, implement and support the e-Procurement system as the primary vehicle for modernising NT's procurement processes. The appointed provider will be expected to benchmark on international and local experience, align closely with good global practices and to South Africa's legal, institutional and digital context.

6.1.6 PURPOSE, OBJECTIVE & EXPECTED DELIVERABLES

6.1.6.1 PURPOSE

The overall purpose of this assignment is to appoint a qualified service provider to design, configure, implement and support an e-Procurement system for the NT. The system is intended to become the digital environment through which procurement is planned, executed, monitored and reported within the NT. It will replace the current manual processes with a coherent, secure, and data-driven system that is simple for officials to use and accessible to suppliers of all sizes.

The e-Procurement system is expected to support not only compliance with the legal framework, but also the broader policy goals of public procurement reform: improved value for money, increased competition, enhanced transparency and integrity, and more inclusive economic participation – particularly by SMMEs, women-owned and youth-owned enterprises, and other targeted groups. It must be "digital by default", reducing reliance on paper and document uploads, and making responsible use of modern technologies – including analytics and AI-assisted tools – to streamline routine tasks, highlight risks, and provide better information to decision-makers, while always maintaining human accountability.

Within this overall purpose, the specific objectives of the assignment are to:

a. Design and implement a modular, scalable e-Procurement system that supports the full procurement lifecycle – from planning and budgeting to sourcing, contract award, contract management, supplier performance, disposals and reporting;

b. Embed South Africa's legal and policy requirements into the configuration of the system, including SCM guidelines, preferential procurement/specific goals frameworks, and information security and data protection obligations (including POPIA and ISO/IEC 27000 principles).

c. Linking the system to the Central Supplier Database (CSD) and the eTender Portal, in a manner that safeguards continuity of services, protects historical data and minimises disruption to procurement operations. Taking into consideration data migration where applicable.

d. Develop a common procurement data language, through standardised item codification and cataloguing.

e. Achieve deep integration with key public finance and registry systems, including budgeting and financial management systems, tax and company registries, identity and B-BBEE data sources and other relevant sectoral systems, in order to reduce manual verification, eliminate duplicate data capture and enable automated validation and reconciliation of information.

f. Provide rich reporting, dashboards and analytics capabilities that give civil society organizations, oversight bodies and members of the public with timely insights into spend, competition, process efficiency, policy outcomes and integrity risks, and that

support evidence-based decision-making, market shaping and continuous improvement of the NT's procurement system.

g. Adopt a digital-by-default and innovation-friendly design, minimizing manual uploads and paper-based workarounds, and incorporating appropriate AI-assisted and advanced analytics features (for example, for classification, quality checks and risk flagging) that are transparent, explainable and used to support – not replace – human decision-making.

h. Build sustainable capacity within the NT to operate, govern and evolve the platform, by providing comprehensive training, knowledge transfer and change management support to the National Treasury.

i. Deliver the solution through a phased, well-governed modular implementation approach, starting with core modules and then expanding functionality and coverage in line with agreed milestones, while actively managing risks, incorporating lessons learned and maintaining strong stakeholder engagement throughout.

j. Provide detailed training program for all system users and administrators.

k. Taken together, these objectives are aimed at ensuring that the e-Procurement system does not simply automate existing paper processes but fundamentally strengthens NT's procurement environment by making it more efficient, more transparent, more resilient and better able to deliver socio-economic value.

6.1.7 SCOPE OF WORK

The e-Procurement system should enable the NT to plan, run and manage their procurement processes electronically – from the first identification of a need, through sourcing and contracting, to supplier performance monitoring, payments, disposals and reporting. Officials should be able to move through the procurement lifecycle without re-entering the same data multiple times, and suppliers should experience a single national point of entry to procurement.

Wherever possible, information should be captured once as structured data and then reused across processes and modules, rather than uploaded repeatedly as static documents. The design should minimise the need for manual uploads, scanning and email exchanges, and instead favour online forms, guided workflows, data sharing between modules and system-to-system integration with external registries and financial systems. The system is also expected to make responsible use of innovative technologies, including data analytics and AI-assisted tools, to improve efficiency, integrity and user experience, while always preserving the primacy of human decision-making and accountability.

The scope of work described below sets out the main legal and policy requirements, functional areas, cross-cutting capabilities, and implementation expectations for the e-Procurement system. It provides a narrative description of how the system must work in practice to support all procurement prescripts. The successful service provider will be expected to translate these requirements into detailed designs, configurations, and implementation plans during the inception and design phases, in close collaboration with the National Treasury.

6.1.8 LEGAL, REGULATORY AND POLICY COMPLIANCE

The e-Procurement system must embed South Africa's legal and policy requirements and be able to adapt as these evolve. The system must also support the reporting and disclosure of obligations that arise from these legal requirements.

Compliance with information security and data protection frameworks is equally important. The solution must adhere to recognised information security standards, including ISO/IEC 27000-series principles, and comply with POPIA and any related data protection requirements. This includes ensuring appropriate user authentication, role-based access control, audit logging, data encryption where appropriate and clearly defined data retention and deletion regimes. The system must support secure management of both procurement and personal data over the full lifecycle of records.

The system must be configurable so that procurement rules, thresholds, workflows, templates and reporting requirements can be updated by authorised officials without requiring major software redevelopment. As legislation or policies change, the National Treasury and other authorised bodies should be able to adjust system parameters and templates through administrative interfaces, ensuring that the platform remains aligned with the evolving legal framework and that changes are applied consistently in the system.

6.1.9 **BUSINESS REQUIREMENTS CONFIRMATION**

NT has documented its main business processes. The purpose of the Business Requirements confirmation is therefore to review and validate these requirements ensuring they address both current and future needs and close the gaps. To ensure the solution remains relevant and comprehensive, we should keep the confirmation process open to identifying and properly documenting any new or emergent requirements that arise at any given time.

6.1.9.1 **THIS ENTAILS:**

a) Verifying if the requirements are understood, consistent, achievable, provable, and viable within the parameters of the project.

b) Going over the processes to ensure that it is correct, uncomplicated, and comprehensive.

c) Provide a guarantee that the goal of the project is understood by all parties involved, from leaders to end users.

d) To prioritize the most important business requirements to guarantee that they are met first.

e) Validating that the specifications don't merely list desired features but also truly solve problems,

f) To proactively detect errors prior to development, resulting in significant time and cost savings.

g) Discovering and solving any confusing wording, insufficient details, or contradictory needs

h) Ensuring that the initiative will produce real benefits for the NT, including increased productivity.

6.1.9.2 **OUTPUT**

This process will result in a Functional Design Specification (FDS), that is more granular than the existing BRD. The FDS will consist of:

- Wireframes, flowcharts, and diagrams to simplify intricate data;
- Business rules and narrations that all stakeholders can read and comprehend without overused technical jargon; and
- The version control in the FDS accommodates iterative and continuous processes rather than a single occurrence due to the agile project approach that is adopted.

6.1.10 FUNCTIONAL SCOPE OF THE E-PROCUREMENT SYSTEM

The e-Procurement system must support the full public procurement lifecycle in an integrated way. Officials should be able to move logically from planning and budgeting to sourcing and evaluation, through to contract management, supplier performance and final payment (the actual payments will not be done on the e-Procurement system but will be initiated from here), without leaving the system or recapturing the same data multiple times. Suppliers should experience a single, national point of entry to procurement from NT, with clear, predictable processes.

The functional areas set out below describe the core capabilities that must be delivered. They are not intended as an exhaustive list of every screen or field, but as a narrative description of how the platform must work in practice. The successful service provider will be expected to translate these into detailed designs, configurations and implementation plans during the inception and design phases, and to propose practical, context-appropriate innovations that enhance usability and integrity.

A key expectation is that the system should reduce reliance on manual documents and uploads. System users should primarily work with structured data, online forms, and workflows that capture, validate, and reuse information. Document uploads should be limited to cases where there is no practical alternative (for example, technical drawings or externally issued certificates), and even in those cases, the system should capture key metadata so that the content can still be searched, reported on and linked to other records.

6.1.11 INTEGRATED PLANNING AND BUDGETING

The planning and budgeting functionality must support the entire demand management process, starting from when a procuring entity identifies a strategic need or recurring requirement. Users should be able to capture proposed procurement activities for the coming financial year and medium-term period, link them to approved strategies and programmes, and assign realistic timelines, estimated values and procurement methods. The system should guide them to consider policy objectives such as localisation, SMME development and transformation, and to document these intentions clearly at the planning stage.

This planning information must not be placed in isolation. It should be deeply integrated with budgeting and financial management systems, so that when a procurement plan item is created or updated, the user can see the relevant programme, cost center and economic classification, and confirm the availability of funds. Where the public finance framework calls for commitments or pre-commitments to be recorded, the e-Procurement system should support this and keep a clear link between the plan, the eventual tender (procurement item) or order, and the budget line. The system should also support version

control of procurement plans, so that changes over the year are tracked, approved, and explained with proper audit trails.

From a management perspective, the planning module must provide a dynamic view of the procurement pipeline. Heads of units, the CFO and the Accounting Officer of the NT must be able to see whether key projects are on track, which activities are delayed, and what risks might affect service delivery. The system should provide alerts when critical dates are at risk, for example where a tender/procurement process has not yet started, but the planned completion date is approaching. Over time, this will allow the NT to analyse planning quality, lead times and bottlenecks, and to use that information to improve future planning cycles and resource allocation.

6.1.12 **Procurement Methods**

The e-Tendering or e-Sourcing functionality must cover all sourcing methods provided for in the procurement/SCM prescripts, from simple requests for quotations to complex competitive tenders. SCM practitioners must be able to generate tender/procurement documentation directly from approved plans or requisitions, using standard templates that incorporate the correct conditions of tender, evaluation criteria, and method-specific rules. The system should help ensure that all mandatory information is included and that the chosen procurement method is appropriate for the value, risk, and nature of the requirement.

Once a tender/procurement item has been prepared and approved, the system should manage the entire advertising and clarification process in a manner that is transparent. Officials must be able to publish opportunities with a few clicks, schedule briefing sessions (physical or virtual), issue addenda where necessary, and ensure that all interested bidders receive the same information at the same time. Suppliers must have a simple experience: they should be able to search for opportunities, download documents, respond to tenders, ask questions and receive responses, all through their online account, without needing to engage in multiple, fragmented channels.

Bid submission must be handled securely and transparently. The system should provide bidders with a clear online process for uploading their responses, attaching minimal documents, completing the required forms, and confirming submission before closing time. Submitted bids should be encrypted and time-stamped, and not visible to officials until the system reaches the official opening time. At opening, the system must generate an electronic opening record and capture the key data that regulations require. The aim is to eliminate manual tender boxes and paper-based processes, while still preserving all the safeguards and transparency expected of a compliant public tender process. The system should be data driven and enable digital specifications, auto evaluations and manage adjudications. All these are supported by reporting and real time analysis for identifying risks and anomalies.

The system should cater for all sourcing methods catered for in the public procurement regulations.

6.1.13 **STANDARD ITEM CODIFICATION FUNCTION/MODULE**

The e-Procurement system must enable the establishment and maintenance of a codification standard that includes a codification metadata structure, for the creation of structured procurement item descriptions on the most granular level. The codification metadata structure must consist of centrally maintained templates per commodity, linked

to the UNSPSC classification standard that will be formally approved by a Codification Board. The creation of procurement item descriptions must be decentralized to the respective end-users that will use the codification standard as a detailed framework together with the concept of structured text to formulate standardized, structured purchase order item descriptions. Control of data integrity must be ensured by the central approval of all newly created records.

Therefore, the e-Procurement system must firstly provide functionality for the central maintenance and continuous development of the standardised codification templates that includes tasks such as defining and linking of Object/Noun/Approved item names to a classification taxonomy, defining the short and long Item Description Patterns (SIDP) which will then form the codification standard or ontology that will be endorsed by the Codification Board.

Maintenance functions will include the two level classification structure, linking of the Object/Noun/Approved item name to the classification structure, linking of descriptive attributes to the Object/Noun/Approved item name, linking of reply values to the descriptive attributes, sequencing of the attribute values, normalising the attributes in terms of mandatory and non-mandatory, linking of functional data to the Object/Noun/Approved item name and the linking of digital images to the records. Included in the maintenance of the standard is also the governance process of the changes required to the standard templates.

Secondly the e-Procurement platform must enable decentralised codification or catalogue creation using the centrally maintained codification templates that include tasks such as item screening, item identification, item creation and the assigning of a unique Item Control Number (ICN).

The codification or cataloguing functionality must cater for standardised procurement descriptions, standardised commercial catalogues for reverse auctioning and most importantly, standardised order item descriptions for all procurement and supply chain activities that will ensure the concept of one number for one item throughout procurement lifecycle.

6.1.14 DATAWAREHOUSE MANAGEMENT

The data warehouse functionality must cover all data management aspects necessary for the rendering of procurement related Business Intelligence (BI) services from the Data Warehouse and accompanying Business Intelligence.

These BI services include but is not limited to the development, maintenance, updating and publishing of various procurement related internal dashboards as well as on the public domain. Dashboards include Spend Dashboards, Red-Flag dashboard, Conflict of Interest dashboard, public facing spend dashboard etc. The services further include the rendering of various ad-hoc analysis of current and historic transactional data.

The data warehouse functionality must make provision for the importing, normalization, hosting and visualization of procurement related data. It is therefore implied that the data warehouse functionality must make provision for the development, maintenance and hosting of an integrated classification meta-data structure that consisting of the following mappings; UNSPSC/SCOA, UNSPSC/MSCOA, UNSPSC/SIC, UNSPSC/E-OTD and the Government codification ontology.

The data warehouse must enable a comprehensive Transparency Portal that provides citizens, civil society organisations, and other stakeholders with accessible, reliable procurement and payment data. By making transactional-level information publicly available, the portal will enhance transparency and serve as a critical mechanism for public oversight.

The portal must feature interactive dashboards that illustrate the scale of procurement by the NT, analyse spending trends, and track progress in advancing the participation of designated groups. Overall, the Transparency Portal will improve visibility of NT's information in public spending, strengthen public confidence in NT's procurement processes, and promote greater economic inclusion, accountability, and operational efficiency within the public sector.

6.1.15 EVALUATION AND ADJUDICATION

The evaluation and adjudication capabilities must support a structured, auditable, and fair process. Once bids have closed, the system should enable the responsible SCM unit to constitute evaluation committees, assign members to specific tenders, and manage conflicts of interest. Committee members must only see the information they are intended to, and access should be time-bound and recorded in the audit trail. The system should also prompt members to declare any actual or perceived conflicts before they start scoring and should retain those declarations for future reference.

Evaluation criteria should be captured in the system upfront and linked to the tender, rather than being improvised at evaluation stage. This includes functionality criteria, pass/fail requirements, price and specific goals or preference scoring, as well as any technical scoring models for quality or risk. Individual evaluators must be able to record their scores and comments electronically, with the system enforcing thresholds (for example minimum functionality scores) and preventing calculation errors. Once individual scoring is complete, the system should support the consolidation of scores into a consensus view, while still retaining the underlying individual records for audit purposes.

The end result of an evaluation process is not just a ranking of bidders, but a documented recommendation that can withstand internal and external scrutiny. The system should be able to generate evaluation reports, recommendation memoranda and draft minutes using the captured data, so that officials are not recreating these manually. It should also keep a full record of approvals, changes, and clarifications during the evaluation and adjudication stages. This will make it easier for audit, review bodies and courts to understand how a decision was reached and will reduce disputes about whether the process was conducted as advertised and in accordance with the law.

The system must include an AI-assisted tool to carry out pre-evaluations prior to the actual evaluation and a risk assessment after evaluation. This will assist in enabling an objecting evaluation process and assess possible risks on the evaluation.

6.1.16 CONTRACT AWARD AND PUBLICATION

The contract award function sits at the point where decision making becomes binding on the state. Once a recommendation has been approved, the system should assist SCM practitioners and the Accounting Officer of the NT to prepare and issue award letters, regret letters and appointment documents. These documents must be drawn from standard templates but configurable for entity-specific details. This reduces the risk of inconsistent

or incomplete communication and ensures that suppliers are notified promptly in a uniform format.

Publication of award information is a key transparency requirement. The platform should automatically generate award notices from the approved decision, including the successful supplier, contract value, duration, and any other mandatory data fields. These notices should be published on the public portal in a way that is easy to search and analyse, both by the public and by oversight institutions. The system should also support open data publication in line with the Open Contracting Data Standard or its successor, so that civil society, researchers, journalists and members of the public can reuse the data without additional manual work by officials.

Behind the scenes, the system must maintain a complete audit trail of the award process. It should capture who approved what, when, and on what basis, and preserve any conditions attached to the award. In multi-stage or framework arrangements, it should also track subsequent call-offs and contract formations. This gives the Accounting Officer of the NT and oversight bodies a clear picture of how commitments are created and how NT's funds are tied up in contracts, supporting better fiscal management, monitoring of contingent liabilities and integrity oversight.

6.1.17 CONTRACT MANAGEMENT

Contract management is a critical stage where value for money is either secured or lost, and the e-Procurement system must treat it as a core function. Once an award is finalised, the system should automatically generate an electronic contract using information from the tender/procurement item and evaluation stages. The platform must allow contracts to be signed electronically within the system, using approved digital signatures to ensure legal validity. Officials should be able to upload and manage contract schedules and annexures, track contract versions, and clearly identify the active contract. This approach will speed up contracting, reduce manual handling, and strengthen contract control and accountability.

Once a contract is active, the system must help contract managers track obligations on both sides. This includes delivery dates, milestones, service levels, payment schedules, warranties, retention monies, and performance guarantees. The platform should provide a calendar of upcoming events, generate alerts ahead of critical dates, and make it easy to record whether deliverables have been met, partially met, or missed. Any variations, extensions or change orders must be formally captured, approved in line with delegations, and reflected in the contract value and timelines so that decision-makers always see the current position.

A robust contract management module also enables meaningful supplier performance management. The system should allow officials to record performance assessments against pre-agreed indicators, to document issues and disputes, and to escalate serious non-performance where necessary. Over time, this creates a performance history for each supplier that can inform future awards, risk assessments, and policy discussions. It also creates a transparent record that can be used in audits, investigations, or review proceedings if questions arise about how a contract was managed and helps ensure that poor performance has consequences, and good performance is recognised.

6.1.18 PROJECT MANAGEMENT CAPABILITIES

The Contract Management module must incorporate comprehensive project management capabilities as a core and integral requirement, particularly for contracts involving complex,

milestone-driven, phased, or deliverable-based procurement such as infrastructure projects, capital works, engineering services, IT implementations, and other high-value or developmental initiatives. These capabilities are essential to ensure end-to-end visibility, proactive oversight, and accountability over the full execution lifecycle of such contracts, directly supporting the constitutional principles of fairness, equity, transparency, competitiveness, and cost-effectiveness, as well as the applicable procurement/SCM prescripts.

6.1.18.1 **Key mandatory features include:**

a) Structured project hierarchy within the contract record, enabling definition and tracking of phases, key milestones, deliverables, dependencies, and timelines (with visual timeline or Gantt-style representations where feasible).

b) Milestone-based progress monitoring, with automated alerts for upcoming dates, slippage risks, or deviations, linked to payment schedules, retention monies, and progress claims.

c) Task and resource assignment (to internal officials, suppliers, or third parties), progress logging (including percentage complete and evidence uploads), and escalation mechanisms for non-compliance.

d) Performance tracking against contract-specific KPIs, objective scoring, and generation of performance histories/scorecards that inform future awards, risk assessments, and debarment decisions.

e) Integrated budget and financial tracking, showing committed vs. actual spend, variance alerts, and linkage to budgeting/financial systems for commitment recording and reconciliation.

f) Risk and issue management, including a project risk register, identification, assessment, mitigation plans, logging of disputes/issues, and escalation pathways.

g) Full audit trails for all project-related actions, ensuring transparency and compliance for oversight bodies (e.g., Auditor-General, internal audit).

h) Automated notifications (e.g., email/SMS) for milestone achievements, risks, required actions, or performance events.

These project management capabilities must be natively embedded within the Contract Management module to eliminate silos, prevent manual handovers or duplicate data entry, enable real-time monitoring of high-risk procurements, reduce delays/cost overruns, mitigate fraud/corruption exposure, and deliver measurable socio-economic value (e.g., timely service delivery, localisation, and SMME support). They are non-negotiable for contracts requiring phased execution and must be configurable (e.g., mandatory/enhanced for high-risk or complex categories, optional for simple goods).

6.1.19 **SUPPLIER MANAGEMENT**

Supplier management goes beyond simple registration. The e-Procurement system must provide a comprehensive, integrated, single view of each supplier that interacts with the NT. "Know Your Supplier" (KYS) is a crucial process for the NT to verify supplier identity, credibility and compliance.

This starts with self-service registration and onboarding, where suppliers capture their profile reflecting legal identifiable details, ownership structures, contact, address, bank, tax, BBBEE, banking details, goods and services they can provide to the NT, relevant

certifications and with which OoS they intent to do business. The system should guide suppliers through the process in clear language and provide prompts for renewing expiring documents, to reduce the effort required to stay compliant and avoid unnecessary suspension.

In line with South Africa's existing landscape, the system must be linked to the functions of the Central Supplier Database. The aim is to avoid duplication and ensure that the NT uses a single, authoritative source of supplier master data. Where interfaces with external systems are available, the system should verify key data automatically – for example confirming tax compliance, checking business registration details, or validating bank accounts. This reduces the burden on i NT's officials, improves data integrity, and makes fraud and misrepresentation more difficult. Integration services required but not limited to the following:

Companies and Intellectual Property Commission real time integration for company information (Business Registration, Address information, Member, Director details and beneficial ownership information, B-BBEE certificate for small business (EME)) and re-verification process;

a) Trust status and trustees to be obtained from the Offices of the Master of the Department of Justice and Constitutional Development
b) South African Revenue Service real time tax compliance status checks and re-verification process;
c) Bank Account Verification integration with SafetyWeb for supplier bank account verification;
d) State Employees Verification with DPSA and various external data sources via upload utility;
e) South African identity verification, status of living and who are the immediate family members (father, mother and siblings) to automatically determine conflict of interest with Department of Home Affairs;
f) CIDB (Construction Industry Development Board) grading real time verification and re-verification;
g) PSIRA (Private Security Industry Regulatory Authority) real time verification and re-verification;
h) Proudly SA real time verification and re-verification;
i) APIs exposed for sharing CSD supplier data with the Organs of State procurement and financial systems;
j) Bulk files and download utilities for sharing supplier's information in bulk data with third party systems;
k) SMS integration to service provider(s)

Where supplier information cannot be electronically verified with a 3rd party system, officials must be able to manually verify supplier credentials and certifications. Verification can be done through a site visit or through a desk assessment. Verification results should be visible to the supplier as well as to all officials.

From the perspective of Accounting Officer of the NT and oversight bodies, supplier management must provide a holistic risk and performance view. Officials should be able to see which contracts a supplier holds, how it has performed in the past, debarment history, and what risk indicators it carries. This information should be accessible at the point of decision-making – for example when evaluating bids or considering a new award. Over time, this contributes to more informed, consistent, and fair decisions, and supports policy goals such as supporting high-performing SMMEs and addressing poor performance and integrity risks where they occur.

6.1.20 DIGITAL MARKETPLACE AND CATALOGUE /FORWARD/ REVERSE AUCTION

The digital marketplace and catalogue component is intended to make routine, recurrent procurement faster, more standardised and more transparent. Procurement officials can then browse, search and select these items, confident that the underlying contractual arrangements are in place, and that terms and conditions have been properly negotiated.

From a user perspective, the marketplace should feel similar to a modern e-commerce platform, but with the necessary controls for public procurement. Officials should be able to filter by commodity, price, supplier, location, or specific policy attributes such as local content or SMME participation. When they place items in a "cart" and proceed to requisition or order, the system should automatically create the necessary documentation, link to the correct contract, check budgets and route the transaction for approval according to delegations. This reduces administrative overhead, shortens lead times for low-risk procurement, and frees SCM capacity for more complex, high-value projects.

The catalogue must also be tightly controlled to prevent abuse. Only items that are backed by valid contracts and within their validity periods and ceilings should be available for ordering. Prices and specifications must be updated centrally when contracts change, and institutions must not be able to circumvent agreed terms. At the same time, usage of the marketplace can be analysed centrally to inform future sourcing strategies and to identify opportunities for further aggregation of demand, negotiation of better terms, and rationalisation of product ranges.

6.1.20.1 LIVE REVERSE AUCTION MODULE

The Digital marketplace and catalogue must include a built-in live reverse auction functionality as a core and integral component. This enables real-time, dynamic competitive bidding where qualified suppliers compete directly against each other by submitting successively lower price bids during a scheduled, time-bound online auction event, with the lowest compliant bid typically determining the winner.

This feature is essential for achieving maximum value for money in suitable procurement categories (e.g., standardised commodities, common-use items, goods with multiple qualified suppliers, or low-to-medium complexity services), driving down prices through transparent, real-time competition while maintaining fairness, auditability, and compliance with the applicable procurement/SCM prescripts. It directly supports the objectives of increased competition, cost-effectiveness, transparency, integrity, and reduced administrative burden by automating the bidding process and eliminating manual interventions.

6.1.20.1.1. Key mandatory features of the live reverse auction include but not limited to:

a) Eligibility and Invitation: Automatic invitation of pre-qualified suppliers from the catalogue from CSD-integrated supplier base, based on commodity match, performance history,

compliance status, and any entity-specific criteria (e.g., localisation or SMME participation thresholds).

b) Real-Time Bidding Engine: Secure, live online interface where suppliers submit iterative bids in real time, with current lowest bid (anonymised or ranked) visible to participants to encourage competitive pressure, subject to configurable rules (e.g., minimum decrement, bid validity periods).

c) Auction Rules and Configuration: Parameters managed by the NT (e.g., auction duration, start/end times, reserve price if applicable, bid extensions for last-minute activity, evaluation criteria including price and non-price factors like specific goals).

d) Transparency and Fairness Safeguards: Time-stamped bids with encryption until closure, equal information access for all participants, anti-collusion monitoring (e.g., bid pattern detection), and automatic disqualification for non-compliant or invalid bids.

e) Integration with Catalogue and Marketplace: Seamless linkage to transversal/framework agreements or catalogue items, allowing reverse auctions to be triggered directly from catalogue searches or requisitions for aggregated demand.

f) Post-Auction Processing: Automatic generation of award recommendation, notification to participants (including regret letters), contract creation/pull-through to contract management module, and publication of results on the transparency portal in OCDS-compliant format.

g) Audit and Reporting: Full tamper-evident audit trail of all bids, participant activity, and system events; real-time dashboards for buyers showing bid history, savings achieved, and supplier participation; analytics to evaluate auction effectiveness and inform future catalogue strategies.

h) The live reverse auction must be configurable (e.g., mandatory for high-volume/standardised items, optional or restricted for complex/high-risk procurements) and natively embedded within the digital marketplace and catalogue to ensure unified user experience. It must support both standalone auctions and those tied to catalogue-based demand aggregation. Bidders must explicitly demonstrate in their proposals how their solution provides robust, secure, and compliant live reverse auction capabilities as standard within this module, aligned with good international practices.

6.1.21 REQUISITIONING, PURCHASE ORDERS, E-INVOICING AND PAYMENTS

Requisitioning and purchase order functionality connects operational needs to approved plans, budgets and contracts. The system should allow end-users to initiate requisitions from within their business units, referencing the relevant procurement plan items or catalogue entries. Each requisition should pass through a configurable approval workflow that reflects delegations of authority and financial controls, with clear visibility of who must approve next and where bottlenecks are occurring. Once approved, the system should be able to generate purchase orders automatically, ensuring that the correct contract terms, prices, and delivery details are applied.

On the supplier's side, the platform should enable electronic submission of invoices, ideally linked directly to the corresponding purchase orders and goods receipts or service confirmations. This allows for automated three-way matching and makes it easier to detect inconsistencies and duplicate invoices. Suppliers must be able to see the status of their invoices and where they are in the process, which reduces the need for phone calls and

email follow-ups and supports the objective of timely payment, particularly to smaller suppliers who may be more vulnerable to cash-flow delays.

From the perspective of financial management, integration with financial management systems is critical. The e-Procurement system must update commitments and accruals as orders are placed, and invoices are approved and should receive feedback when payments are executed. This creates a closed loop from planning through to payment and makes it possible to monitor compliance with payment timelines, especially the commitment to pay valid invoices within the prescribed period. It also enhances the quality of financial reporting, improves cash-flow forecasting, and provides a solid basis for monitoring supplier debt and outstanding liabilities.

6.1.22 DISPOSAL MANAGEMENT

Disposal management is often neglected in manual environments, yet it represents both a risk and an opportunity. The e-Procurement system should provide a structured process for identifying assets that are redundant, obsolete, or unserviceable, and for recording the reasons for disposal. NT should be able to plan disposal actions, obtain necessary valuations and approvals, and choose appropriate disposal methods in line with the regulatory framework and value-for-money considerations.

Once a disposal process is approved, the system should support the publication of disposal notices where required, the receipt of bids or offers, and the recording of outcomes. This could include auctions, donations, transfers, recycling, or scrapping, depending on the nature of the asset and the applicable rules. By keeping all documentation and decisions in one place, the platform reduces the risk of irregular disposals, under-pricing or unrecorded disposals, and provides transparency to stakeholders, including auditors and the public.

The financial and audit implications of disposal must also be supported. The system should make it easy to capture proceeds from sales, link them to the relevant assets, and update asset registers and financial records. Audit logs should show who authorised each step, ensuring that disposals can withstand scrutiny. Over time, data from the disposal module can be analysed to improve asset management practices, identify recurring issues and better plan for replacement and lifecycle costs

6.1.23 SPECIFICATION LIBRARY AND CATALOGUING

A consistent specification library is one of the most powerful tools available to curb manipulation and inconsistency in procurement. The e-Procurement system should provide a central repository of standard technical specifications and service descriptions that can be reused for other tenders. These specifications should be aligned with national and, where appropriate, international standards, and should be linked to a common commodity classification such as UNSPSC or its government equivalent.

When officials are preparing tenders or requisitions, the system should encourage them to select from existing specifications rather than drafting from scratch. Where new specifications are needed, the platform should support a review and approval process to ensure that they are not tailored inappropriately and that they can be reused in future. Over time, this will build a common language for goods and services, making it easier to analyse spend, compare prices and design transversal contracts that leverage aggregated demand.

Cataloguing also underpins the quality of data flowing through the system. By using consistent codes and descriptions, the platform makes it possible to produce meaningful analytics about what government is buying and from whom. It also helps suppliers,

particularly smaller firms, to understand opportunities and to present their offerings in a way that matches demand. In this way, a well-managed specification library contributes not only to integrity and efficiency, but also to market development, competition, and industrial policy objectives.

6.1.24 AUDIT TRAILS, COMPLIANCE MONITORING AND FRAUD DETECTION

Every action taken on the e-Procurement system must leave a clear, tamper-proof record. The system must keep a comprehensive audit trail of user logins, data changes, approvals, submissions, and system events. These logs should be accessible, in a controlled way, to oversight and audit institutions, and must be retained in accordance with records of management laws. This provides a strong deterrent to misconduct and a powerful tool for investigating allegations when they arise.

Beyond basic logging, the system should actively monitor compliance with key rules. For example, it should be able to flag and proactively report instances where procurement methods do not match thresholds, where required approvals are missing, where timelines are repeatedly breached, or where the same supplier is used repeatedly without adequate competition. These checks must be visible to managers in the NT and to oversight bodies, enabling them to intervene early and support corrective action and capacity building where patterns of non-compliance emerge.

In line with modern practice and emphasis on integrity, the system should also support more advanced, data-driven risk analysis. Subject to legal and ethical constraints, this may include the use of analytics or AI-assisted tools to detect unusual bidding patterns, identify potential collusion or conflicts of interest, or highlight price anomalies. Any such tools must operate transparently, provide understandable explanations, and be used to inform human judgment rather than replace it. The aim is to help officials and oversight bodies focus on their limited investigative resources to determine where the risks are greatest and to strengthen the overall integrity of the procurement system.

6.1.25 REPORTING, DASHBOARDS AND ANALYTICS/ DATA WAREHOUSE – INTEGRATION POINTS

Reporting and analytics are central to the value proposition of e-procurement. The e-Procurement system must provide intuitive, role-based dashboards for different groups of users. For example, an SCM manager in NT must be able to see current tenders, pipeline, average lead times and key compliance indicators at a glance, while the CFO of the NT might focus more on commitments, spend patterns, projections and exposure by supplier or category.

Behind these dashboards, the system should offer flexible reporting tools that allow authorised users to build and run their own reports without technical assistance. They should be able to filter by entity, supplier, category, procurement method, time period, and other relevant dimensions. Reports should be exportable in standard formats such as Excel and PDF, and, for public transparency, selected datasets should be available in open data formats aligned with international standards like the Open Contracting Data Standard. This reduces ad hoc data requests and promotes proactive transparency.

Over time, the analytics capabilities of the platform should support more strategic use of procurement data. This includes identifying opportunities for aggregation or standardisation, understanding supplier market structures, tracking the impact of policy instruments such as specific goals or set asides, and measuring improvements in efficiency

and integrity. The service provider is expected to design the data model and reporting structures in a way that makes these insights possible, and to work with the NT to build a culture of data-driven decision-making in procurement.

6.1.26 Complaints Management System

The Complaints Management System is a critical component of the National Treasury e-Procurement system, designed to provide a structured, transparent, and auditable mechanism for managing procurement-related complaints, disputes, queries, and appeals raised by suppliers, government institutions, and other stakeholders.

As depicted in the e-Procurement architecture, the complaints management system is integrated with all procurement processes and serves as a central platform for the registration, tracking, investigation, resolution, and reporting of complaints throughout the procurement lifecycle.

The module enables stakeholders to electronically lodge complaints relating to procurement planning, bidding processes, evaluations, contract awards, supplier registration, contract management, marketplace transactions, and other procurement activities. Once submitted, each complaint is assigned a unique reference number and follows a controlled workflow that ensures accountability and timely resolution.

Key capabilities of the Complaints Management System include:

a) Electronic lodging of complaints and appeals.

b) Complaint tracking and status monitoring.

c) Case assignment and workflow management.

d) Investigation and evidence management.

e) Resolution and decision recording.

f) Escalation management for unresolved cases.

g) Automated notifications and stakeholder communication.

h) Audit trails and compliance monitoring.

i) Reporting and analytics on complaint trends and resolution performance.

The system promotes transparency, fairness, and accountability within public procurement by ensuring that all complaints are handled consistently, documented appropriately, and resolved in accordance with applicable legislation, regulations, and governance frameworks.

As part of the broader e-Procurement ecosystem, the complaints management system contributes to good governance by supporting effective oversight, enhancing supplier confidence, and ensuring that procurement activities are conducted in an open, equitable, and transparent manner.

6.2 INNOVATION, DIGITAL-BY-DEFAULT AND AI-ASSISTED CAPABILITIES

The e-Procurement system should embody a digital-by-default approach. As far as possible, users – both officials and suppliers – must be able to complete procurement processes entirely online, without reverting to paper forms, physical signatures or parallel email trails.

The system should priorities capturing information as structured data through online forms and wizards, reusing that data across modules (for example, from planning to tender to contract), and integrating with external registries and systems so that information can be pulled electronically rather than requested and uploaded multiple times.

Where appropriate and legally permissible, the solution should leverage innovative technologies, including AI-assisted features, to streamline routine tasks and enhance insight. Examples may include automatic classification of items into standard commodity codes, suggestions for standard specification of text, identification of missing mandatory fields, or data-driven alerts where patterns in the data resemble known risk scenarios. These tools are not mandatory for every process, but bidders are encouraged to propose practical, value-adding innovations that fit the South African context and can be governed responsibly.

Any AI or advanced analytics capabilities must be transparent and explainable. Users must be able to see why a particular suggestion, alert or risk flag was generated and must always retain the ability – and responsibility – to accept, modify or reject it. Under no circumstances may automated tools replace the formal approvals, adjudication steps or accountability mechanisms required by the applicable procurement/SCM prescripts. The system must also ensure that any use of AI and data is consistent with privacy, data protection, and information security requirements.

6.2.1 DOCUMENT MANAGEMENT – UPLOADING, STORING, AND TRACKING SUPPLIER'S INFORMATION

Where electronic verification of a supplier's information is not possible, suppliers will be required to upload the necessary supporting documentation. The responsible NT officials must manually assess and verify these documents. The system must also allow an official to withdraw an assessment and provide a clear reason for the withdrawal.

6.2.1.1 The NT must define and manage the validation rules applicable to each type of supporting document. Document types to be included in the validation framework are:

a) Proof of address (as prescribed by FICA)

b) Military veteran status confirmation

c) Medical certificates confirming disability of owners

d) BBBEE certificates issued by SANAS accredited agencies

e) BBBEE sworn affidavits

f) Accreditation certificates

The system must provide comprehensive documenting reports and maintain full audit trails of all actions performed by both suppliers and NT's officials.

The system must automatically expire, supporting documentation based on predefined validity periods and must send timely notifications to suppliers requesting them to update the expired documentation. Consequence management should follow the rejection of supporting documents, e.g. inactivate an address if proof of address does not meet validation requirements.

6.2.2 LEGACY SYSTEMS – CSD AND ETENDER PORTAL

The Central Supplier Database (CSD) and the eTender Portal are important building blocks in South Africa's current procurement landscape. They have helped to centralize supplier

registration and provide a single place where tender opportunities can be published. The e-Procurement system is intended to move the National Treasury from stand-alone tools towards a single, integrated environment that supports the entire procurement lifecycle from start to end.

For this reason, the CSD and eTender cannot be treated as systems that sit on the side of the new e-Procurement system. They must be considered fully within the scope of e-Procurement system for the NT. The appointed service provider will be expected to take the time to understand, at a minimum, how these systems are built, what data they hold, how they integrate with the e-Procurement system. These will need to be incorporated on the e-Procurement system based on the service providers recommended approach.

6.2.3 CROSS-CUTTING CAPABILITIES, TOOLS AND TECHNOLOGY

The e-Procurement system will not succeed in the strength of individual modules alone. It requires a strong set of cross-cutting capabilities and technology foundations that ensure the system is secure, configurable, maintainable, and adaptable over time. At a minimum, this means providing robust user and role management, a flexible workflow engine, a rules engine to enforce procurement logic, and comprehensive audit and logging capabilities. These should not be hard-coded features that can only be changed through software development; they should be configurable by authorised officials using administrative tools, within an agreed governance framework and change-control process.

Document and template management is another critical cross-cutting capability. The platform will need to support standard bidding documents, standard contract forms, specification templates, evaluation report formats, and a range of other artefacts that are currently maintained in Word, PDF, or Excel. Officials should be able to generate these documents directly from the data captured in the system, rather than re-typing or cutting and pasting information. At the same time, the underlying templates must be centrally managed so that when regulations or policies change, National Treasury can update the relevant boilerplate and know that users are using the current version, thereby reducing legal and compliance risk.

Equally important is security and protection of data. The platform must comply with applicable information security standards (including, at a minimum, ISO/IEC 27000-series principles) and with POPIA. The solution must provide strong authentication and role-based access control, support multi-factor authentication for sensitive functions, and ensure that data is encrypted in transit and at rest where appropriate. Security logging, intrusion detection, vulnerability management, and regular security testing (including penetration tests) must be built into the operating model. Data retention, backup, and disaster recovery arrangements must be clearly defined and must safeguard the integrity and confidentiality of procurement records over their full lifecycle.

To ensure uninterrupted operational resilience and absolute data integrity, the platform's Disaster Recovery (DR) strategy and business continuity frameworks must be meticulously aligned with the National Treasury Disaster Recovery Policy and Business Continuity Plan. This alignment guarantees that failover protocols, data replication intervals, and service restoration timelines seamlessly integrate with institutional governance structures during a disruptive event. By strictly adhering to these Treasury-mandated benchmarks, the platform safeguards the full lifecycle of sensitive procurement records while ensuring that recovery time objectives (RTO) and recovery point objectives (RPO) perfectly mirror national risk-mitigation standards.

Technically, the solution must be built on modern, well-supported technologies and adhere to recognised architecture and security practices. It should use open standards and APIs, follow a modular or service-oriented architecture that allows components to be updated or replaced without rewriting the entire system, and align with government's own enterprise architecture and information security frameworks. The chosen technology stack should be mindful of South Africa's skills base: the NT must be able to find and develop people who can maintain and evolve the system in the medium to long term.

Integration and interoperability are central to the e-Procurement system. Public procurement does not happen in isolation: it is tightly linked to planning, budgeting, financial management, asset management, revenue collection, infrastructure delivery, and a range of external registries and services. The new platform must therefore be designed from the outset to connect with other key systems in a secure, standardised and well-governed manner. This is not simply a matter of building a few interfaces; it is about defining a coherent integration strategy for public procurement of data and services and embedding it into the overall system architecture.

At a minimum, the e-Procurement system for the NT must interact with budgeting and financial management systems at national level. It must be able to confirm budget availability, record commitments and accruals, and receive payment status updates. It should also connect to external data sources such as tax, company registration, identity, and B-BBEE registries, to reduce manual verification work and improve data reliability.

The service provider will be expected to propose a clear integration architecture based on secure APIs and standard data formats, and to work with National Treasury's technical teams to priorities and implement specific interfaces. They will also need to consider how integration will evolve over time. For example, the e-Procurement system must be linked with CSD and eTender. All integrations must respect the same security, privacy and data protection principles as the core platform: APIs and data exchanges must be authenticated, encrypted where appropriate and subject to logging and monitoring. Throughout, the approach to interoperability must support good governance, with interfaces documented, monitored and subject to change control.

6.2.4 TRAINING, CAPACITY BUILDING AND CHANGE MANAGEMENT

The introduction of an e-Procurement system represents a major change for the NT's SCM officials, and its financial managers, end-users, and suppliers. Many of these stakeholders are used to paper-based processes or to working with multiple, unconnected systems. If the new platform is to be adopted and used effectively, the service provider must help the NT plan and deliver a structured programme of training, capacity building, and change management across the lifecycle of the project.

Training is not just about showing people which buttons to click. It should help users understand how the new system supports the legislative framework, how existing processes will change, and what their responsibilities are at each step in the new workflow. Different groups will need different types of training: SCM practitioners and evaluators will need more in-depth system and process training; the accounting officer, divisional heads and CFO may need higher-level training focused on oversight dashboards and decision-making; suppliers may need simple, practical guidance on how to register, find opportunities and submit bids. The service provider is expected to develop user-friendly training materials (including written guides, screen-based tutorials and videos) and to support Treasury in delivering training through a mix of classroom, virtual and self-paced methods.

Change management goes broader than training. The shift to e-Procurement system may raise concerns about workload, accountability, transparency, and new skills requirements. The provider must support the National Treasury in crafting clear, consistent messages about why the change is happening, what benefits it will bring, and how risks and concerns will be managed. Phased implementation and roll-out

The e-Procurement system implementation must be a phased approach. The project will proceed through a series of logical phases that builds on each other: laying the core platform foundations, introducing priority modules, piloting and then gradually extending to additional modules.

In the early phases, the focus will be on establishing the core platform, including user management, supplier management, integrated planning, sourcing, basic contract management, workflow, rules and reporting, as well as the transparency portal. These core components provide the backbone for the rest of the system.

Later phases will extend the platform's capabilities to include the marketplace and catalogue, online auctions, performance and compliance management, complaints and review mechanisms, and more advanced analytics and integrity tools. The service provider's implementation plan must describe in detail how these phases will be structured over the envisaged implementation period, what milestones will be achieved in each phase, how risks will be managed and how lessons from pilots will feed into subsequent rollouts.

6.2.5 PROJECT PHASING AND IMPLEMENTATION PLAN

The implementation of the e-Procurement system will follow a phased, multi-year approach. This is necessary given the scale and complexity of the solution, , and the need to manage change carefully while maintaining continuity of procurement operations.

The indicative horizon for this assignment is three (3) years, during which the service provider is expected to:

- Establishes the core platform and priority modules,
- Stabilize, optimise and hand over a sustainable solution and operating model to the NT.

While the exact dates and milestones will be refined during the inception phase, National Treasury's expectation is that approximately 65% of the overall implementation effort will be completed in Year 1, a further 35% in Year 2, and that Year 3 will focus primarily on roll-out, stabilisation, optimisation, enhancements and knowledge transfer.

6.2.5.1 YEAR 1 – CORE PLATFORM, FOUNDATION MODULES AND PILOTS

Year 1 is expected to focus on establishing the e-Procurement system and implementing a set of foundation modules for piloting within the organization. The key objective for this phase is to prove the end-to-end concept and put in place the technical and institutional foundations on which the subsequent phases will build.

As a minimum, Year 1 should deliver:

- The core platform and portal, including user and role management, authentication, basic dashboards, and public access components.
- The supplier management capability must be implemented within the system and designed to integrate seamlessly with the Central Supplier Database (CSD), ensuring accurate, up-to-date supplier information and eliminating duplication of supplier data.

- Implement additional interfaces with financial management, tax, company registration, identity, B-BBEE and sectoral systems, as prioritised with National Treasury.
- Integrated planning and budgeting functionality, linked to financial systems for budget validation and pipeline visibility.
- Core e-Tendering / e-Sourcing functionality for priority procurement methods under the legal framework.
- Initial e-Contract management capabilities for tracking deliverables, dates and key terms on a subset of contracts.
- Comprehensive workflows and rules of engines, aligned to delegations of authority and key compliance rules.
- The initial reporting, dashboards and analytics layer, including the transparency / open data portal (for example, publication of opportunities and awards in OCDS-compliant formats).
- During this phase, the service provider will also be expected to, and not limited to the below:
- Finalise the detailed solution design, integration architecture, and information security architecture.
- The standardised codification functionality or module that will enable the maintenance of the current 17640 codification templates and decentralized codification/cataloguing.
- Deliver initial training and change management interventions for the affected NT operational teams.

The end-of-Year-1 milestone should be a functioning core platform, with end-to-end processes working in live pilots.

6.2.5.2 **YEAR 2 – FUNCTIONAL EXPANSION AND BROADER COVERAGE**

Year 2 builds the foundations laid out in Year 1 and focuses on expanding functionality. The emphasis in this phase is on deepening capability, improving automation, and increasing the number of users that can use the system for their day-to-day procurement processes.

Key functional extensions expected in Year 2 include, but are not limited to:

a) The digital marketplace and e-catalogue, supporting transversal contracts and framework agreements and enabling cart-based, low-value purchases.

b) Online auction capability (reverse and forward) for appropriate categories and use cases.

c) More advanced supplier performance and contract performance management features, including performance scoring and risk indicators.

d) Complaints management

e) CSD and eTenders migration/integration

f) A compliance management and monitoring layer that provides compliance dashboards and exception reports.

g) Enhanced analytics and integrity tools, including AI-assisted risk and anomaly detection where appropriate and legally permissible.

From an implementation perspective, Year 2 should:

- Deepen training, support and change management, shifting from piloting to broader adoption and embedding of new ways of working.
- By the end of Year 2, the expectation is that the platform will support a comprehensive set of e-Procurement system functions.

6.2.5.3 YEAR 3 – ROLL-OUT, STABILISATION, OPTIMISATION AND HANDOVER

Year 3 focuses on consolidation, optimisation and sustainable handover rather than large-scale new development. The aim is to move from "implementation project" to "business as usual" operation of a platform for the NT.

During this phase, the service provider will be expected to:

a) Stabilize the solution through performance tuning, bug fixing and refinement of configurations and workflows, based on real-world usage and feedback from users and oversight bodies.

b) Implement a targeted set of enhancements and refinements, prioritised jointly with the NT, focusing on high-value improvements rather than wholesale redesign.

c) Complete the CSD and eTender, and OCPO Data Warehouse, including any final data migration, decommissioning of redundant systems and implementation of long-term data archiving and access arrangements.

d) Finalise and document the operating model, including governance structures, roles and responsibilities, standard operating procedures, security and incident response processes, and change-control processes.

e) Deliver comprehensive knowledge transfer and capacity building for the NT's e-Procurement system team, so that they can operate, support and evolve the platform beyond the life of this contract.

By the end of Year 3, the expectation is that National Treasury will have a stable, widely used e-Procurement system.

6.2.5.4 BIDDER'S DETAILED IMPLEMENTATION PLAN

The phasing described above sets out the NT's baseline expectations. Bidders are required to propose a detailed implementation plan and schedule that:

a) Aligns with the three-year horizon and the broad Year-1/Year-2/Year-3 focus areas described above.

b) Clearly identify the modules, integrations, and activities to be delivered each year, with indicative start and end dates.

c) Shows dependencies, critical path activities and key risks, and explains how these risks will be mitigated.

Provides a clear view of the resource plan (including key roles and level of effort per phase).

This detailed plan will be refined and agreed during the inception phase and will then serve as a key reference for monitoring progress, managing changes and holding all parties accountable for delivering the e-Procurement system in line with the objectives of this Terms of Reference.

7. PROJECT DELIVERABLES

The Service Provider shall deliver a complete, fully operational and sustainable e-Procurement system to the NT (the Client) that is aligned with the South African public procurement legal framework. The product will be owned by the National Treasury.

7.1 INCEPTION PHASE

At inception, the Service Provider shall submit an Inception Report which confirms their understanding of the assignment, the South African procurement/SCM legal and policy environment, and the specific objectives of the e-Procurement system initiative. The report should refine the scope, set out a detailed implementation approach, and provide a realistic project plan with activities, milestones, dependencies, and resource allocations. It should also define the project governance structure, including the role of the Client's project team, any Steering Committee, and other oversight bodies; describe communication and escalation protocols; and include an initial risk register with risk ratings and mitigation measures. The inception phase will only be considered complete once the Inception Report and implementation plan have been reviewed and formally approved by the Client.

7.1.1 STAKEHOLDER MAPPING AND ENGAGEMENT

The Service Provider shall develop a Stakeholder Mapping and Engagement Plan. The Plan shall set out engagement objectives, methods (e.g. workshops, webinars), frequency, responsibilities and key messages, paying particular attention to transformation, localisation and inclusion objectives in the applicable legislation. The Plan shall be approved by the Client before implementation.

7.1.2 AS-IS ASSESSMENT AND GAP ANALYSIS

The Service Provider shall conduct a comprehensive As-Is Assessment and Gap Analysis of existing SCM processes, systems and tools used by the National Treasury. This assessment will cover the full procurement and contract management cycle, linkages to financial management processes under the PFMA, and the current use of the National Treasury eTender Publication Portal, the Central Supplier Database (CSD), transversal contracts and other shared services. The resulting report shall describe current practices, identify inefficiencies, compliance risks, capacity gaps and fragmentation, and compare these with good practices in e-procurement and digital government. It should clearly set out the gaps that the e-Procurement system is expected to address and provide a prioritised set of recommendations agreed with the Client.

7.1.3 BUSINESS PROCESS RE-ENGINEERING (BPR)

Based on the assessment, the Service Provider shall lead a Business Process Re-engineering (BPR) exercise to design "To-Be" SCM processes that are compliant with the Constitution's procurement principles (fairness, equity, transparency, competitiveness and cost-effectiveness) and the detailed requirements of SCM/procurement prescripts and policies. The BPR deliverable shall include clearly mapped end-to-end processes (from demand planning and procurement plans, through solicitation, evaluation, award, order placement, receipt, payment linkages, contract management and disposal), with defined roles, approval levels and segregation of duties. The proposed "To-Be" processes shall be discussed and validated with the Client and key stakeholders and formally endorsed as the basis for system design and configuration.

7.1.4 FUNCTIONAL REQUIREMENTS SPECIFICATION (FRS)

Using the approved "To-Be" processes, the Service Provider shall produce a Functional Requirements Specification (FRS) for all agreed modules of the e-Procurement system. The FRS shall describe in clear, practical language the required functionality for modules such as; demand management and procurement planning; supplier management; sourcing (including functionality to support preference calculations and any prescribed evaluation methods); award approval and publication; contract and order management; performance monitoring; variations and terminations; report and analytics; and complaint/objection handling where appropriate. The FRS shall spell out business rules, mandatory fields, validation checks and audit trail requirements, and shall provide user stories or use cases for the main user groups (e.g. SCM practitioners, end-users, finance officials, oversight bodies, suppliers and the public). This document shall be reviewed with the Client and signed off as the baseline for system configuration and development.

7.1.5 NON-FUNCTIONAL REQUIREMENTS SPECIFICATION (NFRS)

In parallel, the Service Provider shall compile a Non-Functional Requirements Specification (NFRS) covering performance, scalability, availability, information security, privacy, usability, accessibility and interoperability, taking into account relevant South African standards and guidelines (for example, POPIA for data protection and any government ICT/security standards applicable to the Client). The NFRS shall state the required system uptime, response times, concurrency levels and disaster recovery objectives, and shall define logging, audit trail and monitoring requirements that support effective oversight by management, internal audit, the Auditor-General and other bodies. The NFRS shall also specify accessibility and language considerations appropriate to the South African context.

7.1.6 INTEGRATION AND INTEROPERABILITY SPECIFICATION

To ensure seamless integration, the Service Provider shall develop an Integration and Interoperability Specification that sets out how the e-Procurement system will interact with existing systems. These may include the Client's financial management system, any ERP, HR and organisational structures, digital signature or identity services, and any relevant sector-specific solutions. The specification shall define data flows, APIs, file formats, security protocols, synchronisation rules and responsibilities between system owners, and shall be agreed with the Client.

7.1.7 SOLUTION ARCHITECTURE AND INFRASTRUCTURE DESIGN

The Service Provider shall then produce a Solution Architecture and Infrastructure Design Document that describes the overall system architecture (application, data, integration and infrastructure layers) and the proposed hosting model (on-premises, government cloud, commercial cloud or hybrid), aligned with government ICT policies and the Treasury ICT strategy. It shall define environments for development, testing, training, staging and production; network and security architecture; backup and disaster recovery arrangements; and monitoring and alerting mechanisms. This document shall be approved by the Client, prior to full implementation.

7.1.8 CORE E-PROCUREMENT SYSTEM CONFIGURATION AND DEVELOPMENT

The Service Provider shall configure and, where required, develop the Core e-Procurement system to meet the FRS and NFRS. This includes configuring workflows, approval levels, templates, forms, user roles and parameters (e.g. thresholds, preference point systems, delegations) aligned with South African SCM/ procurement prescripts. Any custom

development shall be minimised, clearly justified, and delivered with full documentation and source code (where applicable), ensuring that future maintenance and enhancement can be undertaken without vendor lock-in. The Service Provider shall conduct iterative demonstrations and prototyping sessions with the Client to validate functionality and gather feedback.

7.1.9 INTEGRATION COMPONENTS, SECURITY AND TESTING

The Service Provider shall design, build and test all required Integration Components and APIs, ensuring secure and reliable exchange of data with the systems identified in the integration specification (e.g. CSD, financial systems). End-to-end integration tests shall be performed with documented test cases, results, and resolved defects. The Service Provider shall implement robust Security Controls, including secure authentication and authorisation, role-based access control, encryption of sensitive data, comprehensive logging and audit trails. At least one vulnerability assessment and, where feasible, penetration testing shall be conducted, and a Security Implementation Report submitted, showing identified vulnerabilities and remediation actions.

7.1.10 DATA MANAGEMENT AND MIGRATION

The Service Provider shall develop a Data Management and Migration Strategy that identifies all data sets to be migrated (e.g. supplier information, historical tenders and contracts, framework agreements, item catalogues, organisational structures). This strategy shall clearly allocate responsibilities for data cleansing and validation between the Client and the Service Provider, set data quality standards, and define the number and timing of migration cycles (test and final). It shall pay particular attention to the alignment of supplier data with CSD records and to the integrity of historical procurement and contract information needed for reporting and audit. At least one test migration and one final migration shall be executed according to the agreed plan. After each migration, the Service Provider shall produce a Data Migration Validation Report that demonstrates reconciliation between source and target systems, highlights any limitations or exclusions, and confirms that critical data for ongoing operations and oversight has been successfully migrated.

7.1.11 DOCUMENTATION

The Service Provider shall produce comprehensive User Manuals and Quick Reference Guides for all key user groups. These shall include practical, step-by-step instructions tailored for SCM practitioners, end-users, approvers, finance officials and suppliers (including SMMEs), with screenshots and examples relevant to South African procurement processes (for example, configuring evaluation criteria in line with PPPFA, publishing adverts, evaluating bids, capturing contract data). Short job-aid style guides (e.g. “How to register and respond to a tender” for suppliers) shall be designed for easy use and translation or adaptation where necessary.

In addition, the Service Provider shall deliver Technical and Administration Manuals for the Client’s ICT and SCM support teams. These shall cover system configuration and parameter management, environment setup, user and role management, backup and restore procedures, log management, monitoring and alerting, deployment of upgrades and patches, and maintenance of integration interfaces. The manuals must be sufficiently detailed to enable the Client to manage and support the solution beyond the contract period.

The Service Provider shall develop Standard Operating Procedures (SOPs) for the daily operation and support of the e-Procurement system. These SOPs shall describe processes for incident and problem management, changes and releases, user support and helpdesk operations, and backup and recovery, aligned with the Client's broader IT service management practices. They shall clarify roles and responsibilities between the Client, the Service Provider, and other involved entities.

7.1.12 CAPACITY BUILDING AND TRAINING

To build capacity, the Service Provider shall conduct a Training Needs Assessment and prepare a Training Strategy and Plan that identifies target groups, training objectives and appropriate delivery methods (e.g. virtual, blended). The Service Provider shall design and deliver Training Materials, including presentations, participant manuals, exercises and case studies that reflect real South African procurement scenarios.

A structured Training of Trainers (ToT) programme shall be implemented to build a cadre of internal trainers within the Client. The Service Provider shall report on ToT activities, including the number and profile of trainers trained and their assessment results. The Service Provider shall also deliver End-User Training to SCM practitioners, finance officials, management and other relevant staff, as well as targeted training or orientation sessions for suppliers. Each training event shall be documented, with attendance registers and evaluation results, and a consolidated Knowledge Transfer Report shall be submitted, assessing the level of capability developed and identifying residual gaps.

7.1.13 CHANGE MANAGEMENT AND PILOT IMPLEMENTATION

Before full-scale deployment, the Service Provider shall support the Client to conduct a Pilot Implementation for specific categories of procurement. A Pilot Plan shall be prepared, setting out the scope, objectives, success criteria, timeline and support arrangements. Following the pilot, the Service Provider shall submit a Pilot Evaluation Report that assesses performance against success criteria, captures lessons learned, and sets out recommended system, process or support adjustments.

7.1.14 ROLL-OUT AND GO-LIVE

The Service Provider shall prepare a Roll-Out Plan for progressive implementation in the NT. The plan shall phase modules in a realistic manner, considering capacity, and change readiness, and shall indicate the level of on-site and remote support required for each phase. Prior to each major go-live, the Service Provider shall carry out a Go-Live Readiness Assessment covering system stability, data readiness, training coverage, support arrangements and any outstanding legal and policy issues. A Go-Live Readiness Report shall be submitted, clearly recommending whether to proceed, and specifying any conditions or risk of mitigation measures needed. After each go-live, the Service Provider shall submit a Go-Live Report summarising the transition, early performance, key incidents and remediation actions.

7.2 POST-IMPLEMENTATION SUPPORT

For the post-implementation period, the Service Provider shall develop an Operations and Maintenance Plan in strict compliance with the detailed Service Level Agreement (SLA) established by the National Treasury. The SLA shall govern the support services to be delivered (e.g., application support, infrastructure support, helpdesk), incident categories, response and resolution times, planned maintenance windows, and system availability

targets. It shall also specify the escalation matrix and reporting obligations. During the support period, the Service Provider shall provide regular support performance reports, including statistics on incidents and requests, system availability, trends, and improvement actions.

7.2.1 REPORTING, ANALYTICS AND TRANSPARENCY

To support transparency, oversight, and strategic decision-making in line with applicable legislation, the Service Provider shall configure Standard Reports and Analytics Dashboards within the e-Procurement system. These shall provide information on key indicators such as procurement lead times, competition, participation of SMMEs and designated groups, compliance with competitive bidding thresholds, contract performance and savings where measurable. Dashboards shall allow appropriate drill-down and filtering by entity, region, commodity and other dimensions.

The Service Provider shall implement an Open Data and Transparency Component that publishes selected procurement data to the public in a user-friendly format and, where appropriate, in machine-readable form, considering legislation on access to information, data protection and any prescripts on procurement transparency. The scope and level of detail of published data shall be agreed with the Client and in line with the Open Contracting data Standards.

7.2.2 PROJECT MANAGEMENT AND FINAL REPORTING

Throughout the assignment, the Service Provider shall apply sound Project Management Practices and shall keep National Treasury informed by means of updated project plans, risk and issue registers, decision logs and Periodic Progress Reports (monthly or quarterly). At the conclusion of the assignment, the Service Provider shall submit a comprehensive Final Project Completion Report summarising all work performed, deliverables achieved, progress against objectives and indicators, outstanding issues, lessons learned and recommendations to sustain and further enhance the e-Procurement system.

8. NON-FUNCTIONAL REQUIREMENTS FOR THE IMPLEMENTATION OF THE E-PROCUREMENT SYSTEM

Non-functional requirements define the quality attributes, performance characteristics, and operational constraints that the e-Procurement system must satisfy to ensure it is secure, reliable, inclusive, performant, maintainable, and sustainable over its expected long-term lifespan as a strategic asset.

8.1.1 SECURITY REQUIREMENTS

a) The platform must achieve and maintain information security at a level to commensurate with the sensitivity of public procurement data, personal information, and financial commitments involved. It shall conform fully to ISO/IEC 27001:2022 (or equivalent recognised standard) for information security management systems and to the Protection of Personal Information Act (POPIA), 2013.

b) Implement strong multi-factor authentication (MFA) for all users, with mandatory enforcement for privileged roles (e.g., approvers, evaluators, administrators).

c) Enforce role-based access control (RBAC) and attribute-based access control (ABAC) where necessary, with fine-grained permissions that prevent unauthorized viewing, modification, or approval of procurement records.

d) Encrypt all sensitive data at rest (AES-256 or stronger) and in transit (TLS 1.3 minimum), including supplier personal information, bid content before opening, and contract financial details.

e) Maintain comprehensive, tamper-evident audit logs for every user action, system event, configuration change, and AI-assisted output, with logs retained for at least seven years (or longer if required by audit or litigation needs) and protected against unauthorized access or alteration.

f) Protect against common web application vulnerabilities in accordance with OWASP Top 10 (2021 or latest), including SQL injection, cross-site scripting (XSS), cross-site request forgery (CSRF), broken access control, and insecure deserialization.

g) Conduct annual third-party security assessments, quarterly vulnerability scanning, and at least one full penetration test per year during development and post-go-live, with all critical and high findings remediated before production deployment.

h) Establish and test disaster recovery and business continuity plans targeting a recovery time objective (RTO) of less than four hours and recovery point objective (RPO) of less than one hour for critical transactional functions.

i) Include incident response procedures aligned with State Information Technology Agency (SITA) guidelines, with mandatory reporting of security incidents to the relevant authorities within stipulated timeframes.

8.1.2 **USER ACCESS MANAGEMENT**

a) Access provisioning and control must be secure, auditable, and aligned with the principle of least privilege and segregation of duties.

b) Support integration with government identity federation services (where available) for single sign-on (SSO), while allowing secure local account creation and management for suppliers and external users.

c) Enable granular role and permission assignment, with predefined role templates (e.g., organisation, requester, SCM practitioner, evaluator, approver, accounting officer, auditor) and the ability to create entity-specific custom roles under central governance.

d) Enforce segregation of duties (SoD) rules to prevent key fraud risks (e.g., the same user cannot initiate and approve a high value transaction or evaluate and adjudicate the same bid).

e) Implement secure password policies (minimum 12 characters, complexity requirements, no reuse of last 24 passwords, rotation every 90 days for privileged accounts) and account lockout after five failed attempts, with secure self-service reset mechanisms that do not expose passwords.

f) Provide full audit trails of all access provisioning, role/permission changes, login attempts (successful and failed), and session activity, with alerts for suspicious patterns (e.g., logins from unusual locations or at unusual times).

g) Support time-bound access for temporary roles (e.g., evaluation committee members) with automatic revocation at the end of the defined period.

8.1.3 USER EXPERIENCE (UX) / USER INTERFACE (UI) DESIGN AND SUPPORT FOR VISUALLY IMPAIRED USERS

a) The platform must be intuitive, consistent, and accessible to users with diverse abilities, digital literacy levels, and device types, in line with WCAG 2.2 Level AA conformance (targeting Level AAA where feasible for critical functions).

b) Deliver a modern, responsive design that adapts seamlessly to desktop, tablet, and mobile devices, with touch-friendly controls, adequate spacing, and legible font sizes.

c) Ensure keyboard-only navigation is fully supported, with visible focus indicators, logical tab order, and no keyboard traps.

d) Provide sufficient colour contrast (minimum 4.5:1 for normal text, 3:1 for large text), non-colour cues for information (e.g., icons + text for success/error states), and resizable text up to 200% without loss of content or functionality.

e) Support screen reader compatibility through proper semantic HTML, ARIA landmarks, labels, roles, and live regions for dynamic content (e.g., bid submission status updates).

f) Include alt text for all meaningful images, captions/transcripts for multimedia (where used), clear form labels and instructions, descriptive error messages with suggestions for correction, and consistent navigation patterns across modules.

g) Offer high-contrast mode, reduced motion settings, and text-to-speech support for key notifications and help content to assist visually impaired users.

h) Provide in-context help, tooltips, guided workflows, and progressive disclosure to reduce cognitive load and support users with lower digital literacy.

8.1.4 LANGUAGE TRANSLATION AND MULTILINGUAL SUPPORT

a) The platform must support multilingual operation to accommodate South Africa's linguistic diversity and promote inclusivity.

b) Deliver the core interface initially in English, with a fully configurable localisation framework that allows addition of the other official languages (isiZulu, isiXhosa, Afrikaans, Sesotho, Setswana, etc.) without code changes.

c) Enable translation of all user-facing text, including static labels, buttons, menus, error messages, validation prompts, help content, and system-generated notifications.

d) Allow users to select their preferred language at registration, profile settings, or login, with a fallback to English and the ability to override at entity level where required.

e) Preserve procurement-specific terminology accuracy through approved glossaries and context-sensitive translation to avoid ambiguity in legal or technical content.

f) Ensure right-to-left (RTL) language support is architecturally possible for future extension (e.g., Arabic for international suppliers), with no layout breakage.

g) Maintain consistent visual and interaction design across all supported languages, with automatic adjustment for text expansion (some languages require up to 30% more space).

8.1.5 **PERFORMANCE AND SCALABILITY**

a) Handle peak concurrent usage of at least 1000 users (based on estimated SCM staff and supplier activity) with an average page load times under 3 seconds and transaction response times under 2 seconds for 95% of requests.

b) Scale horizontally to support future growth in transaction volume (target 1500+ monthly procurement items and 20000+ supplier interactions) without service degradation.

c) Support high availability of 99.9% uptime (excluding planned maintenance windows), with no single point of failure in critical components.

d) Process large file uploads (e.g., 100 MB technical documents) efficiently with resumable upload capability and progress indicators.

8.1.6 **MAINTAINABILITY, OPERABILITY, AND FUTUREPROOFING**

e) Adopt open standards and avoid proprietary lock-in; full source code, documentation, and build pipelines must be handed over to the NT.

f) Support containerization (e.g., Docker) and orchestration (e.g., Kubernetes) for deployment of flexibility across on-premise, government cloud, or hybrid environments.

g) Provide comprehensive technical documentation, API specifications (Open API/Swagger), and automated testing coverage (>80% for core paths).

h) Enable zero-downtime deployments for non-breaking updates and backward-compatible APIs to facilitate incremental enhancements.

i) Include monitoring and alerting for system health, performance metrics, security events, and business KPIs.

These non-functional requirements ensure the e-Procurement system platform is not only functionally rich but also trustworthy, inclusive, performant, and capable of long-term evolution to ensure the successful delivery and management of the e-Procurement system, the following administrative, governance, and reporting requirements shall apply.

8.1.7 **SOLUTION**

The solution must be designed, developed, implemented, and deployed to operate within and be fully interoperable with National Treasury's existing Microsoft-based enterprise architecture, including identity management, database, security, and hosting environments, to ensure enterprise continuity, integration, and operational sustainability.

National Treasury shall own the implemented e-Procurement solution and all customisations, integrations, configurations and artefacts developed under this contract and shall have unrestricted rights and sufficient information to maintain, modify and enhance the solution independently without dependency on the original bidder.

National Treasury operates within an established enterprise technology environment and will retain full ownership, control, and operational responsibility for all infrastructure hosting the e-Procurement Platform. The scope of this procurement therefore excludes the acquisition, supply, leasing, licensing, hosting, cloud subscriptions, or any ongoing operational costs related to servers, storage, networking, databases, backup, security appliances, and disaster recovery infrastructure. National Treasury will be responsible for

provisioning the development, testing, training, production, and disaster recovery environments. Bidders are required to provide detailed infrastructure sizing, capacity planning, and technical specifications to support the proposed solution.

8.1.8 DATA SOVEREIGNTY

All production, development, testing, staging, backup, and disaster recovery environments associated with the e-Procurement solution shall be hosted within the Republic of South Africa. No procurement, supplier, transactional, or related system data may be stored, processed, replicated, or transferred outside South Africa, except where expressly authorised in writing by National Treasury and in compliance with applicable South African legislation.

8.1.9 REPORTING REQUIREMENTS

SECTION	REQUIREMENT
Progress Reports	The service provider shall submit detailed Progress Reports on a weekly basis, or as otherwise specified in the contract. These reports must provide comprehensive updates on completed tasks, upcoming milestones, potential technical or operational risks, and any issues or dependencies encountered that require client intervention.
Status Meetings	Regular Status Meetings shall be held with the designated National Treasury contracting party and project team. The purpose of these meetings is to review progress against the plan, address concerns in a timely manner, and ensure continued alignment with the project's strategic goals and timelines. The specific frequency and required format will be mutually agreed upon during the project kick-off.
Issue and Risk Reporting	Any emerging issues or critical risks that carry the potential to impact the project timeline, quality of deliverables, or budget must be reported immediately to the National Treasury project manager. The report must clearly detail the nature of the issue or risk, its potential consequences, and the service provider's proposed mitigation and resolution plan.
Final Report	Upon conclusion of all implementation and stabilization activities, the service provider is required to submit a comprehensive Final Project Completion Report. This report must include a full summary of all work performed, any approved deviations from the original project plan, key lessons learned during the implementation, and clear recommendations for the future operation, maintenance, and enhancement of e-Procurement system.
Documentation Format	All reports, deliverables, and supporting documentation (including technical specifications, architecture documents, and user manuals) must be submitted in a format agreed upon by both parties, ensuring clarity, completeness, and ease of access for the National Treasury's operational and technical teams.
Compliance with Standards	All reporting outputs, data, and presentation materials must strictly comply with the established standards, templates, and formats specified by the National Treasury to ensure consistency and streamline the review and audit process.

9. EVALUATION CRITERIA

TABLE 2: PHASE 3A RESOURCE EVALUATION MATRIX

Resource Category	Recognised Tertiary Education (Minimum)	Education & Certifications Scoring (1–5)	Minimum Experience Requirements	Experience Scoring (1–5)	Weight for Education/Certs (%)	Weight for Experience (%)	Normalized Total Weight (%)
Project Manager	Bachelor's degree (NQF 7) in Project Management, Business Administration, IT, Engineering, or related. Certification: PMP, PRINCE2, plus Certified Project Manager, IPMA, or relevant related certified project management certificate.	**5 = Excellent**: Master's Degree (NQF 9+) in PM, Business Admin, IT, Engineering, or related plus Certification: PMP, PRINCE2, or relevant related certified PM cert **4 = Very Good**: Honours or Postgraduate degree/Diploma (NQF 8) in relevant field plus Certification: PMP, PRINCE2, or relevant related certified PM cert **3 = Good**: Bachelor's degree (NQF 7) in relevant field plus Certification PMP, PRINCE2, or relevant related certified PM cert **2 = Poor**: Diploma (NQF 6) in relevant field, plus Certification: PMP, PRINCE2, or relevant related certified PM cert **1 = Very Poor**: Matric. Certification: PMP, PRINCE2, or relevant related certified PM cert	10 years in project management in ICT application development projects	**5 = Excellent**: 14+ years proven, including multiple large-scale / national IT/application development projects delivered on time/budget **4 = Very Good**: 11–13 years leading complex projects **3 = Good**: 10 years total with exposure to large-scale projects **2 = Poor**: 5–9 years or limited large-scale relevance **1 = Very Poor**: <5 years or no relevant leadership track record	5	5	4

Resource Category	Recognised Tertiary Education (Minimum)	Education & Certifications Scoring (1–5)	Minimum Experience Requirements	Experience Scoring (1–5)	Weight for Education/Certs (%)	Weight for Experience (%)	Normalized Total Weight (%)
Solution Architecture & Design	Bachelor's degree (NQF 7) in Computer Science, Information Systems, IT, Software Engineering, or equivalent. Certification: TOGAF, AWS/Azure Solutions Architect, or relevant related architecture/enterprise design certificate.	**5 = Excellent**: Master's or Honours (NQF 8/9) in Computer Science, Information Systems, Information Technology, Software Eng or Enterprise Architecture. Certification: TOGAF, multiple cloud/architecture certs (e.g. AWS/Azure Solutions Architect), or relevant related certs **4 = Very Good**: Honours or Postgraduate (NQF 8) in relevant field. Certification: TOGAF or relevant related architecture/enterprise cert + at least one major cloud cert **3 = Good**: Bachelor's (NQF 7) in relevant field. Certification: TOGAF, major cloud cert (AWS/Azure), or relevant related architecture cert **2 = Poor**: Diploma (NQF 6) or lower in relevant field. Certification: marginal or no relevant certs **1 = Very Poor**: Higher Certificate/ Matric. No Certification or irrelevant qualification	10 years in solution/enterprise architecture	**5 = Excellent**: 14+ years in architecture, including multiple large-scale / enterprise designs successfully delivered **4 = Very Good**: 11–13 years with complex / transformation experience **3 = Good**: 10 years total with proven relevant experience **2 = Poor**: 6–9 years or limited relevance **1 = Very Poor**: <6 years or no architecture track record	5	5	4
Business Analyst	Bachelor's degree (NQF 7) in Business Analysis, Information Systems, Commerce, Supply Chain Management. Certification: CBAP, aligned	**5 = Excellent**: Postgraduate degree (NQF 8/9) in BA, IS, Commerce or related.	7 years in business analysis / process re-engineering	**5 = Excellent**: 11+ years in BA / process re-engineering, including	5	5	4

Resource Category	Recognised Tertiary Education (Minimum)	Education & Certifications Scoring (1–5)	Minimum Experience Requirements	Experience Scoring (1–5)	Weight for Education/Certs (%)	Weight for Experience (%)	Normalized Total Weight (%)
	Business Analysis cert (NQF 6/7 level), or relevant related BA certificate.	Certification: CBAP or relevant related BA/compliance cert + additional relevant certs **4 = Very Good**: Honours or Postgraduate (NQF 8) in relevant field. Certification: CBAP or relevant related BA certification **3 = Good**: Bachelor's (NQF 7) in relevant field. Certification: basic BA/SCM cert or relevant related BA cert **2 = Poor**: Diploma (NQF 6). Certification: basic BA/SCM cert or relevant related BA cert **1 = Very Poor**: Higher certificate/Matric. Certification: no relevant BA certs		multiple complex / regulated transformations delivered successfully **4 = Very Good**: 8–10 years with complex / regulated system experience **3 = Good**: 7 years total with relevant exposure **2 = Poor**: 4–6 years or limited relevance **1 = Very Poor**: <4 years or no BPR track record			
Lead and Software Developers	Bachelor's degree (NQF 7) in Computer Science, Software Engineering, IT. Certification: platform-specific (e.g. Java/Oracle, Microsoft Azure Developer), agile/DevOps, or relevant related development certificate.	**5 = Excellent**: Master's or higher (NQF 9+) in relevant field. Certification: multiple advanced developer/DevOps certs or relevant related certs + agile certification **4 = Very Good**: Honours or Postgraduate (NQF 8) in relevant field. Certification: 1–2 strong platform-specific, agile/DevOps or relevant related certs **3 = Good**: Bachelor's (NQF 7) in relevant field. Certification: basic relevant cert or relevant related development cert	7 years in software development / configuration	**5 = Excellent**: 10+ years in software development, including multiple large-scale modular application builds successfully delivered **4 = Very Good**: 8–9 years with complex / large-scale implementation experience **3 = Good**: 7 years total with relevant exposure **2 = Poor**: 3–6 years or limited relevance	5	5	4

Resource Category	Recognised Tertiary Education (Minimum)	Education & Certifications Scoring (1–5)	Minimum Experience Requirements	Experience Scoring (1–5)	Weight for Education/Certs (%)	Weight for Experience (%)	Normalized Total Weight (%)
		2 = Poor: Diploma (NQF 6) in relevant field. Certification: basic relevant cert or relevant related development cert **1 = Very Poor**: Higher certificate/Matric. Certification: no development relevant certs Below Bachelor's level or irrelevant qualification		**1 = Very Poor**: <3 years or no relevant development track record			
Integration Specialist	Bachelor's degree (NQF 7) in Computer Science, IT, Information Systems. Certification: Azure DevOps Engineer Expert, AWS DevOps Engineer, API/integration cert, or relevant related integration/DevOps certificate.	**5 = Excellent**: Master's or higher (NQF 9+) in relevant field. Certification: multiple integration/DevOps/cloud certs or relevant related certs **4 = Very Good**: Honours or Postgraduate (NQF 8) in relevant field. Certification: strong integration/DevOps cert (e.g. Azure DevOps Engineer Expert, AWS DevOps) or relevant related cert **3 = Good**: Bachelor's (NQF 7) in relevant field. Certification: basic API/integration or cloud cert or relevant related cert **2 = Poor**: Diploma (NQF 6) or lower in relevant field. Certification: basic API/integration or cloud cert or relevant related cert **1 = Very Poor**: Higher certificate/Matric. Certification: no	7 years in system integration / API development	**5 = Excellent**: 10+ years in integration/API development, including multiple large-scale legacy integrations successfully delivered **4 = Very Good**: 8–9 years with complex / legacy integration experience **3 = Good**: 7 years total with relevant exposure **2 = Poor**: 4–6 years or limited relevance **1 = Very Poor**: <4 years or no integration track record	5	5	4

Resource Category	Recognised Tertiary Education (Minimum)	Education & Certifications Scoring (1–5)	Minimum Experience Requirements	Experience Scoring (1–5)	Weight for Education/Certs (%)	Weight for Experience (%)	Normalized Total Weight (%)
		integration/DevOps relevant certs Below Bachelor's level or irrelevant qualification					
Data Management & Migration	Bachelor's degree (NQF 7) in Computer Science, Data Science, Information Systems. Certification: Azure/AWS Data Engineer, data tools, data governance/privacy cert, or relevant related data certificate.	**5 = Excellent**: Master's or higher (NQF 9+) in relevant field. Certification: advanced data/cloud certs + governance/privacy or relevant related certs **4 = Very Good**: Honours or Postgraduate (NQF 8) in relevant field. Certification: strong data engineering cert (e.g. Azure/AWS Data Engineer) or relevant related cert **3 = Good**: Bachelor's (NQF 7) in relevant field. Certification: basic data-related cert or relevant related cert **2 = Poor**: Diploma (NQF 6) or lower in relevant field. Certification: basic data-related cert or relevant related cert **1 = Very Poor**: Higher certificate/Matric. Certification: no relevant data certs Below Bachelor's level or irrelevant qualification	7 years in data management / migration	**5 = Excellent**: 11+ years in data management/migration, including multiple large-scale / complex migrations delivered successfully **4 = Very Good**: 8 –10 years with large-scale / complex data project experience **3 = Good**: 7 years total with relevant exposure **2 = Poor**: 4–6 years or limited relevance **1 = Very Poor**: <4 years or no data migration track record	5	5	4
System Test Analyst	Bachelor's degree (NQF 7) in Computer Science, IT.	**5 = Excellent**: Master's or higher (NQF 9+) in relevant field.	6 years in Quality assurance / system testing	**5 = Excellent**: 9+ years in system testing, including multiple large-scale application testing	5	5	4

Resource Category	Recognised Tertiary Education (Minimum)	Education & Certifications Scoring (1–5)	Minimum Experience Requirements	Experience Scoring (1–5)	Weight for Education/Certs (%)	Weight for Experience (%)	Normalized Total Weight (%)
		4 = Very Good: Honours or Postgraduate (NQF 8) in relevant field. **3 = Good**: Bachelor's (NQF 7) in relevant field. **2 = Poor**: Diploma (NQF 6) or lower in relevant field. **1 = Very Poor**: Higher certificate/Matric. Certification: no relevant testing/quality assurance certs Below Bachelor's level or irrelevant qualification		engagements with strong automation **4 = Very Good**: 7–8 years with complex application testing experience **3 = Good**: 6 years total with relevant exposure **2 = Poor**: 3–5 years or limited relevance **1 = Very Poor**: <3 years or no relevant QA track record			
Procurement Specialist	Bachelor's degree (NQF 7) in Supply Chain Management, Procurement, Commerce, Business Administration, or related.	**5 = Excellent**: Postgraduate degree (NQF 8/9) in SCM/Procurement/Commerce. **4 = Very Good**: Honours or Postgraduate (NQF 8) in relevant field. **3 = Good**: Bachelor's (NQF 7) in relevant field. **2 = Poor**: Diploma (NQF 6) or lower in relevant field. **1 = Very Poor**: Higher certificate/Matric.	7 years in procurement / supply chain management	**5 = Excellent**: 11+ years in procurement/SCM, including multiple large/complex tenders and compliance successes **4 = Very Good**: 8 –10 years with complex procurement / tender experience **3 = Good**: 7 years total with relevant exposure **2 = Poor**: 4–6 years or limited relevance **1 = Very Poor**: <4 years or no procurement track record	5	5	4

Resource Category	Recognised Tertiary Education (Minimum)	Education & Certifications Scoring (1–5)	Minimum Experience Requirements	Experience Scoring (1–5)	Weight for Education/Certs (%)	Weight for Experience (%)	Normalized Total Weight (%)
Change Management Specialist	Bachelor's degree (NQF 7) in Change Management, Human Resources, Organisational Development, Business Administration, Communications.	**5 = Excellent:** Master's degree (NQF 9+) in Organisational Development, HR, Business Administration, and Communications. **4 = Very Good:** Honours or Postgraduate degree/Diploma (NQF) in Change Management, Human Resources, Organisational Development, Business Administration, Communications. **3 = Good:** Bachelor's degree (NQF 7) in Change Management, Human Resources, Organisational Development, Business Administration, Communications. **2 = Poor:** Diploma (NQF 6) in relevant field. **1 = Very Poor:** Higher Certificate/Matric.	**7 years** in organisational change management, stakeholder engagement, communications, and user training.	**5 = Excellent:** 11+ years in change management, including multiple large-scale digital transformation programmes. **4 = Very Good:** 8–10 years managing change in complex projects. **3 = Good:** 7 years total with proven change management experience. **2 = Poor:** 4–6 years or limited relevance. **1 = Very Poor:** <4 years or no demonstrated change management track record.	5	5	4
Infrastructure / Cloud / DevOps	Bachelor's degree (NQF 7) in Computer Science, IT, Engineering. Certification: AWS Certified DevOps Engineer, Azure DevOps Engineer Expert, or relevant related cloud/DevOps/infrastructure certificate.	**5 = Excellent**: Master's or higher (NQF 9+) in relevant field. Certification: multiple AWS/Azure DevOps + security or relevant related certs **4 = Very Good**: Honours or Postgraduate (NQF 8) in relevant field. Certification: one major DevOps/cloud cert (e.g. AWS DevOps Engineer or Azure	7 years in infrastructure / cloud / DevOps	**5 = Excellent**: 10+ years in infrastructure/DevOps, including multiple large-scale secure cloud / hybrid deployments **4 = Very Good**: 8–9 years with significant secure cloud experience **3 = Good**: 7 years total with relevant exposure	5	5	4

Resource Category	Recognised Tertiary Education (Minimum)	Education & Certifications Scoring (1–5)	Minimum Experience Requirements	Experience Scoring (1–5)	Weight for Education/Certs (%)	Weight for Experience (%)	Normalized Total Weight (%)
		DevOps Expert) or relevant related cert **3 = Good**: Bachelor's (NQF 7) in relevant field. Certification: basic cloud/DevOps cert or relevant related cert **2 = Poor**: Diploma (NQF 6) or lower in relevant field. Certification: basic cloud/DevOps cert or relevant related cert **1 = Very Poor**: Higher certificate/Matric. Certification: no relevant certs Below Bachelor's level or irrelevant qualification		**2 = Poor**: 4–6 years or limited relevance **1 = Very Poor**: <4 years or no infra/DevOps track record			
				Grand Total: 40	**50**	**50**	**40**

10. TABLE 3: PHASE 3B - COMPANY CAPABILITY MATRIX - CONTINUED

Company Criteria	Description / Key Requirements	Key Evidence / Proof Required	Scoring Scale (1–5)	Weight (%)
Relevant Company Experience in enterprise-wide implementation of any end-to-end Digital Transformation Systems	Proven track record implementing large-scale end-to-end digital transformation project/system (full lifecycle, modular, integration, custom and large-scale application development)	**References must include** project description, client name, client contact (email or office number), project start date, project end date, on client letterhead and signed. Must be supported by aligned completion certificate/ purchase order/SLA. • Relevance to the required solution. • Scale and complexity of implementation. • Value and magnitude of the project. • Number of users, institutions or entities served. • Systems integration complexity. • Demonstrated successful implementation and operationalisation. • Precisely to the scope of this TOR. • Relevant contracts showing the value of implemented projects. **NB: All reference letters must be signed and verifiable with client letterheads.**	**5 = Excellent**: The evidence highlights high systems integration complexity across multiple core environments, alongside demonstrated successful implementation and full operationalisation. This is supported by relevant contracts showing a cumulative project value exceeding R200 million. **4 = Very Good**: The evidence confirms capability in managing systems integration across multiple platforms, with documented successful implementation outcomes and operational delivery. This is supported by relevant contracts showing a cumulative project value between R100 million and R200 million. **3 = Good**: The submission demonstrates the successful delivery of relevant digital transformation projects that meet the minimum baseline requirements and scope of the TOR. The implementation reflects a moderate scale and complexity, serving a clearly defined, mid-sized footprint of users, institutions, or entities. It indicates standard systems integration capabilities and confirms successful implementation and rollout. This is supported by relevant contracts showing a cumulative project value between R50 million and R100 million. **2 = Poor**: The implemented projects are of a smaller scale, lower complexity, and carry minimal integration requirements. The operational footprint is highly restricted, serving a very limited number of users, institutions, or entities, with unverified or limited evidence of full operationalisation. This is supported by relevant contracts showing a cumulative project value below R50 million. **1 = Very Poor**: The projects presented are largely unrelated to the required solution or the scope of the TOR, demonstrating	30

Company Criteria	Description / Key Requirements	Key Evidence / Proof Required	Scoring Scale (1–5)	Weight (%)
			minimal to no scale or technical complexity. The solutions fail to serve a meaningful number of users or institutions, lack necessary systems integration capability, and provide no clear proof of successful implementation or operationalisation. Additionally, there are no verifiable contract values provided, or the cumulative value is negligible.	
Technical & Functional Capability	Demonstrated ability to deliver modular, scalable, secure e-procurement-like platform (full procurement lifecycle, APIs, digital-by-default, AI/analytics, blockchain, compliance with POPIA/ISO). Innovation of the solution. Ability to manage codification standard and physical codification (cataloguing, reverse auction etc.).	Proposed solution architecture, functional/non-functional requirements, tech stack alignment, previous system screenshots/portfolios, evidence of innovation and codification capability.	**5 = Excellent**: Outstanding demonstration proposed architecture, requirements, tech stack and portfolios are exceptional, with strong evidence of innovation, advanced codification capability and proven delivery of similar complex platforms **4 = Very Good**: Strong demonstration, detailed architecture, solid alignment, convincing screenshots/portfolios, clear innovation and good codification capability shown **3 = Good**: Meets the minimum evidence requirement exactly proposed solution architecture, functional/non-functional requirements, tech stack alignment, previous system screenshots/portfolios, and evidence of innovation and codification capability are provided as specified **2 = Poor**: Incomplete or weak evidence missing key elements, generic content or poor alignment to required proof **1 = Very Poor**: No meaningful evidence provided or completely inadequate demonstration of required capability	15
Project Methodology & Approach	Quality and appropriateness of proposed methodology (agile/hybrid/waterfall, phased roll-out, risk management, change management, stakeholder engagement, pilot & scale strategy). Proposed High Level Project Plan.	Detailed project methodology description, high-level project plan with milestones, risk & change management framework, lessons learned from past similar projects, clear alignment with TOR phasing (Year 1 core + pilots, Year 2 expansion, Year 3 handover).	**5 = Excellent**: Outstanding methodology — highly mature, clearly tailored to TOR, excellent detailed phasing, strong embedded risk/change/stakeholder management, proven success in similar national-scale projects **4 = Very Good**: Strong methodology well-structured, good phasing, solid risk/change/stakeholder elements, clear and strong alignment to TOR timeline and requirements **3 = Good**: Meets the minimum evidence requirement exactly appropriate methodology description, high-level project plan with milestones, risk & change framework, lessons learned,	15

Company Criteria	Description / Key Requirements	Key Evidence / Proof Required	Scoring Scale (1–5)	Weight (%)
			and clear alignment with TOR phasing are provided as specified **2 = Poor**: Generic, incomplete or unclear methodology with poor or partial alignment to TOR phasing and requirements **1 = Very Poor**: No credible methodology presented, major misalignment with TOR, or completely inadequate approach	
Resource Matrix = 40 + Company Capability = 60 = 100 - Threshold: 70			**Grand Total 60**	**60**

TABLE 4: PHASE 3C – ON SITE INSPECTION DUE DILIGENCE EVALUATION MATRIX

No.	Category	Demonstrated On-Site Requirement	Scoring Scale (1–5) – Aligned	Weight (%)
1.	Demonstration of a procurement Systems (end-to-end automated process/system)	Live demonstration of comparable transactional platforms delivered (not slides). Includes: Planning and Demand Management, Supplier Management, Tender Publication Portal, Contract Management, Data Analytics, ePayment, Purchase Orders, Performance Management, Marketplace, and Disposal. Show workflows, user roles, and audit trails.	**5 = Excellent**: Live demo of large-scale, complex, fully end-to-end procurement systems closely matching the required scope and modules **4 = Very Good**: Live demo of medium-to-large-scale systems covering most key modules and workflows **3 = Good**: Live demo of comparable transactional platform covering core modules, workflows, user roles and audit trails as required **2 = Poor**: Conceptual demo, prototype only, or limited/partial system shown **1 = Very Poor**: No demonstrable live system or completely inadequate demonstration	30
2.	Integration Demonstration	Demonstrate real integrations (APIs, ERP, payment gateways, registries). Explain how failures and exceptions are handled.	**5 = Excellent**: Proven multi-system integrations demonstrated live with robust exception and failure handling **4 = Very Good**: Working integrations shown in realistic/test environments with clear failure handling **3 = Good**: Limited but functional integrations demonstrated with basic explanation of exception handling **2 = Poor**: Only integration plans or high-level diagrams shown, no live evidence **1 = Very Poor**: No integration capability demonstrated or no explanation of failure handling	20
3.	Delivery Method in Practice	Demonstrate how work is planned, tracked, and delivered (sprints, backlogs, release plans, etc.).	**5 = Excellent**: Mature, repeatable, disciplined delivery process clearly demonstrated with strong evidence of success in similar projects **4 = Very Good**: Structured and well-managed delivery process shown with good planning/tracking tools and discipline **3 = Good**: Functioning delivery method demonstrated with appropriate planning, tracking and release practices **2 = Poor**: Ad hoc or informal delivery process with limited structure or evidence **1 = Very Poor**: No clear delivery method or process demonstrated	30

No.	Category	Demonstrated On-Site Requirement	Scoring Scale (1–5) – Aligned	Weight (%)
4.	Quality Assurance & Risk Control	Demonstrate testing tools, defect tracking, performance testing, and security controls.	**5 = Excellent**: Formal, comprehensive QA and risk management fully embedded and demonstrated (advanced tools, strong controls) **4 = Very Good**: Structured QA and risk processes shown with good tools and coverage **3 = Good**: Basic but appropriate testing, defect tracking and security controls demonstrated **2 = Poor**: Limited QA evidence or incomplete risk controls shown **1 = Very Poor**: No meaningful QA, testing or risk control demonstrated	10
5.	Alignment Between Proposal & Reality	Consistency between proposal claims and on-site evidence.	**5 = Excellent**: Full, strong alignment — all proposal claims fully supported and credible on-site **4 = Very Good**: Strong alignment with only very minor, non-material discrepancies **3 = Good**: Manageable gaps or minor inconsistencies, but overall proposal claims are supported by evidence **2 = Poor**: Major inconsistencies or gaps between proposal and demonstrated reality **1 = Very Poor**: Material misrepresentation or very poor alignment between claims and evidence	5
6.	Post implementation	Success factors to prove adoption levels	**5 = Excellent:** They ran a live load test without hesitation. Production logs verify thousands of active transactions, and error handling was clean, secure, and fully automated. **4 = Very Good**: Ran live load test successfully. The system did not crash or drop data, but it showed a minor, non-material performance spike under peak simulation (e.g., response latency briefly slowed from 1 second to 3 seconds before recovering automatically). **3 = Good:** The system handles normal usage well, but a live load test showed noticeable latency or performance degradation. Production usage data exists but reflects a much smaller user base or lower transaction volume than the proposal implied. **2 = Poor:** Under the live load test, the system suffered a partial collapse. Database connections timed out, transactions were dropped, or it threw fatal error	5

No.	Category	Demonstrated On-Site Requirement	Scoring Scale (1–5) – Aligned	Weight (%)
			1 = Very Poor: Unable to run a live demonstration of stability/load, or the live telemetry revealed that no one is actually using their system in production (material misrepresentation).	
Threshold: 70			**Grand Total**	**100**

11. SECTION B: CONDITIONS OF BID

12. PART 1: EVALUATION CRITERIA

12.1 The details of the evaluation phases are outlined below:

Refer to Phase 3A + 3B and Phase 3C for all evaluation criteria.

12.2 **Phase 1: Mandatory Requirements**

12.2.1 Pricing Schedule

12.2.1.1 Bidders are required to submit responsive bids by completing all pricing on the provided pricing schedule (SBD 3.3) Non-submission of the pricing schedule will invalidate the bid.

12.2.1.2 The pricing schedule provided in these bid forms an integral part of the bid document and bidders must ensure that it is completed without changing the structure thereof.

12.2.1.3 Bid prices must be inclusive of all costs, and VAT.

12.2.1.4 **Failure to complete the pricing schedule will result in disqualification.**

12.3 **Phase 2: Legislative and other standard bidding documents**

12.3.1 Legislative Requirements

12.3.2 It is also a requirement for bidders to submit the other legislative documents as detailed below.

12.3.3 SBD 1 invitation form to bid.

12.3.4 SBD 4 bidder's disclosure.

12.3.5 SBD 6.1 preference points claim form.

12.3.6 Central Supplier Database – A Central Supplier Database report must be submitted

12.3.7 **CVs submitted for the resources must indicate the position that they will be evaluated for, e.g. Project Manager or Engineer/Technical resources. If the position is not indicated, the CV will not be considered. Failure to use the Curriculum Vitae template provided will result in the CV's not being evaluated.**

12.3.8 Proof of valid letter of Good Standing with Compensation for Occupational Injuries and Disaster (COIDA).

12.3.9 Valid work permit and/or permanent residency proof for foreign nationals must be submitted that complies with the provisions of the Immigration Act, 2002 (Act No.13 of 2002) read together with the critical skills list published in terms of Regulation 18(1) and 18(5) dated 02 August 2022 must be submitted for the director of the company submitting a bid and for each foreigner proposed as a resource.

12.3.10 Bidders are required to submit proof of educational qualification(s) for all resources required. Failure to provide that will result in allocation of the lowest score.

12.3.11 All foreign qualifications must be accompanied by a South African Qualifications Authority (SAQA) certificate of evaluation. Failure to provide that will result in allocation of the lowest score.

12.3.12 In case of Joint Venture, Consortium, Trust, or Partnership, a signed teaming agreement is required with the partner.

12.3.13 In the case of a Joint Venture, Consortium, Trust, or Partnership a Valid Tax Clearance Certificate and/or SARS issued pin code for both companies must be submitted (which will be verified)

12.3.14 In the case of a Joint Venture, Consortium, Trust, or Partnership, a signed teaming agreement must be submitted.

12.3.15 In the case of a Joint Venture, Consortium, Trust, or Partnership a Consolidated Central Supplier (CSD) Database Registration or both companies CSD are required.

12.3.16 CIPC documents

12.3.17 Shareholding portfolio by proof of registration of the company with Companies Intellectual Property Commission. An additional document detailing the shareholding of the bidder in an organogram format in support of the proof of company registration must be submitted by bidders at the closing date and time.

Failure to submit the documents indicated above even after the bidder has been notified and given a maximum of seven calendar days to rectify may invalidate the bid.

12.4 Phase 3: Functionality Evaluation and On-site visit

12.4.1 During this phase, bidders' responses will be assessed based on functionality. To proceed to the next phase of evaluation, bidders must achieve a minimum total score of **70%** for the functional requirements. Only bidders who pass phase two (2) will be considered for functionality evaluation. Failure to meet the minimum functionality threshold will result in disqualification from further evaluation.

12.4.2 Bidders are required to submit supporting documentation for all functional requirements as part of their bid submission. The Bid Evaluation Committee (BEC) will assess and score each bid based solely on the submitted documentation and the information provided. Failure to provide adequate supporting documents may result in a lower functionality score.

12.4.3 Each criterion will be assigned a score, which will then be multiplied by the designated weighting for that criterion. The total score will be calculated by summing these weighted scores and expressing the result as a percentage of the highest possible score. Bidders are encouraged to ensure that their submissions are complete and clearly demonstrate compliance with the functional requirements.

12.5 **Phase 4: Price and Specific Goals**

12.5.1 Preference Point System

12.5.2 Prices quoted for all goods and services must be furnished based on supply and delivery.

12.5.3 The pricing schedule (SBD 3.3) provided in this bid forms an integral part of the bid document and bidders must ensure that it is completed without changing the structure thereof. Bidders are required to complete a mandatory Pricing Schedule as a response on how much the items offered will be charged.

12.5.4 Prices submitted for in this bid must be filled in on the field provided on the pricing schedule supplied with the bid. Price structures that do not comply with this requirement may invalidate the bid.

12.5.5 The bid prices must include all costs, and VAT.

12.5.6 The pricing evaluation will be in terms of regulation 5 of the Preferential Procurement Regulations pertaining to the Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000), responsive bids will be adjudicated by the State on the 90/10 preference point system.

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

$$Ps = 90\left(1 - \frac{Pt - P\min}{P\min}\right)$$

Where,

Ps = Points scored for comparative price of bid under consideration

Pt = Comparative price of bid under consideration

Pmin = Comparative price of lowest acceptable bid

12.5.8 Applicable Taxes

12.5.8.1 All bid prices must be inclusive of all applicable taxes.

12.5.8.2 Failure to comply with this condition may invalidate the bid.

12.5.8.3 All bid prices must be inclusive of fifteen percent (15%) Value Added Tax.

12.5.8.4 Failure to comply with this condition may invalidate the bid.

12.5.9 Points Scored for Specific Goals

12.5.9.1 The following formular will be used to calculate the points for specific goals:

$$PSSG = MPA\ X\frac{POE}{100}$$

Where,

PSSG = Points scored for specific goals

MPA = Maximum points allocated for a specific goal

POE = Percentage of equity ownership by an HDI

12.5.10 Proof of equity ownership and related matters

12.5.10.1 The specific goals contemplated in paragraph 6.5.9.1 above must be equated to the percentage of an enterprise or business owned by individuals or, in respect of a company, the percentage of a company's shares that are owned by individuals, who are actively involved in the management of the enterprise or business and exercise control over the enterprise, commensurate with their degree of ownership at the closing date of the tender.

12.5.10.2 In the event that the percentage of ownership contemplated in paragraph 6.5.9.1 above changes after the closing date of the tender, the tenderer must notify the Office, and such tenderer will not be eligible for any preference points.

12.5.10.3 Preference points may not be claimed in respect of individuals who are not actively involved in the management of an enterprise or business and who do not exercise control over an enterprise or business commensurate with their degree of ownership.

12.5.10.4 All claims made for specific goals must be considered according to the following criteria:

12.5.10.4.1. Equity in private companies must be based on the percentage of equity ownership, and

12.5.10.4.2. Preference points may not be awarded to public companies and tertiary institutions.

12.5.10.5 Equity claims for a Trust may only be allowed in respect of those persons who are both trustees and beneficiaries and who are actively involved in the management of the Trust,

12.5.10.6 Documentation to substantiate the validity of the credentials of the trustees contemplated in paragraph 6.5.10.5 above must be submitted to the Office.

12.5.10.7 A consortium or Joint Venture may claim points for specific goals, based on the percentage of the contract value managed or executed by individuals who are actively involved in the management or exercise control of the respective parties of the consortium or Joint Venture.

12.5.10.8 A tenderer must submit proof of its ownership.

12.5.10.9 A tenderer who does not submit proof of their ownership may not be disqualified from the bidding process, but they score points out of 90/10 for price and zero (0) points out of 90/10 for specific goals.

12.5.10.10 Preference points may not be claimed in respect of individuals who are not actively involved in the management of an enterprise or business and who do not exercise control over an enterprise or business commensurate with their degree of ownership.

12.5.11 Responsive Bids

12.5.11.1 Bidders are required to submit responsive bids by completing all pricing on the provided pricing schedule (SDB 3.3). Non-submission of the pricing schedule (SDB 3.3) will invalidate the bid response.

12.5.12 Specific Goals

12.5.12.1 The following will be used to calculate the specific goals.

a) The government intends to promote the following goals with this bid, and the points to be allocated are indicated against each goal:

TABLE 5: PREFERENCE POINT SYSTEM

#	Specific goals	Score	Required proof/ documents to be submitted for evaluation purposes
1.	**The company owned by Black people.** • 100% company owned by black people = 5 points • 75% - 99% company owned by black people = 3 points • 60% - 74% company owned by black people = 2 point • 51%- 59% company owned by black people = 1 point • 0 - 50% company owned by black people = 0 point	5 points	**Proof of claim as declared on SBD 6.1 (one or more of the following will be used verifying the tenderer's status:** • Company Registration Certification/document (CIPC) • Company Shareholders certificate • Certified identification documentation of company director/s • CSD report/ CSD registration number (MAAA number) • Agreement for a Consortium, Joint Venture, or Trust.
2.	**The company owned by people who are Youth.** • 100% company owned by Youth = 5 points • 75% - 99% company owned by Youth = 3 points • 60% - 74% company owned by Youth = 2 point • 51%- 59% company owned by Youth = 1 point • 0 - 50% company owned by Youth = 0 point	5 points	

b) The points scored by a bidder in respect of the goals indicated above will be added to the points scored for price.

c) Bidders are required to complete the SBD 6.1 forms in order to claim preference points. Only a bidder who has completed and signed the declaration part of the SBD 6.1 preference points claim forms will be considered for preference points.

d) The bidders must submit Identity Documents (ID), Central Supplier Database (CSD) and CIPC registration documents. These documents will serve as proof of ownership and directorship of the company.

e) Failure on the part of a bidder to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender will not be allocated with the points claimed.

f) The State may, before a bid is adjudicated or at any time, require a bidder to substantiate claims it has made about preference.

g) Points scored will be rounded off to the nearest 2 decimals.

h) If two or more bids have scored equal total points, the contract will be awarded to the bidder scoring the highest number of points for the specified goals. Should two or more bids be equal in all respects, the award shall be decided by the drawing of lots.

i) A contract may, on reasonable and justifiable grounds, be awarded to a bid that did not score the highest number of points.

j) Preference points may not be claimed in respect of individuals who are not actively involved in the management of an enterprise or business and who do not exercise control over an enterprise or business commensurate with their degree of ownership.

k) Failure on the part of the bidder to claim points for specific goals will give the bidder a score of zero (0).

13. TERMS AND CONDITIONS

13.1 Counter Conditions

13.1.1 Bidders' attention is drawn to the fact that amendments to any of the bid conditions or setting of counter conditions by bidders may result in the invalidation of such bids.

13.1.2 The National Treasury reserves the right to change or supplement any information or to issue any addendum to this bid before the closing date and time. The National Treasury and its officers, employees and advisors will not be liable in connection with either the exercise of, or failure to exercise this right.

13.1.3 If the National Treasury exercises its right to change or supplement information in terms of the above clause, it may seek amended bid documents from all bidders.

13.1.4 The CVs presented as part of the bid must be available for providing the service for NT. If the resource is not available, NT reserves the right to accept or reject the replacement CVs presented. The service provider will be responsible for providing the desired replacement resources should the replacement CVs be rejected by NT.

13.1.5 The successful service provider(s) and its employees or consultants will have to undergo a mandatory security clearance process. NT reserves the right to cancel, terminate or, not award the contract to a company that either doesn't avail itself for security clearance or fails such. The successful supplier will also enter into a non-disclosure agreement with the National Treasury.

13.2 Fronting

13.2.1 The National Treasury 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 National Treasury does not support any form of fronting.

13.2.2 The National Treasury, 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 this bid document. Should any of the fronting indicators as contained in the Guidelines on Complex Structures and Transactions and Fronting, issued by the Department of Trade, Industry and Competition, be established during such enquiry / investigation, the onus will be on the bidder to prove that fronting does not exist.

13.2.3 Failure to do so by the bidder within a period of fourteen (14) days from date of notification by National Treasury may invalidate the bid / contract and may also result in the restriction of the bidder to conduct business with the public sector for a period not exceeding ten (10) years, in addition to any other remedies the National Treasury may have against the bidder concerned.

13.3 **Right Of Award**

13.3.1 The State reserves its following rights –

13.3.2 Not to make any award in this bid or accept any bids submitted,

13.3.3 Appoint more than one service provider(s),

13.3.4 Request additional resources for the execution of the project,

13.3.5 Request further technical information from any bidder after the closing date,

13.3.6 Verify information and documentation of the bidder(s),

13.3.7 To withdraw or amend any of the bid conditions by notice in writing to all bidders prior to closing of the bid and post award, and

13.3.8 If an incorrect award has been made to remedy the matter in any lawful manner it may deem fit.

14. THIRD PARTY AGREEMENTS AND SUB-CONTRACTOR AGREEMENTS

14.1 No agreement between the bidder and any third party will be binding to the State.

14.2 In the event that bidder intends using sub-contractors to execute the Contract or part thereof, the bidder must note that it shall remain responsible and accountable for the completion of the work or delivery of services requirements.

14.3 The bidder must declare its intention to subcontract and the percentage of subcontracting thereof and must provide full description of the subcontractor.

15. SUBMISSION OF BIDS

15.1 Online bid submission.

15.2 Bidders must submit their bids online through the e-Tender Publication portal.

15.3 Manual or hardcopy bids are not acceptable.

15.4 The online e-Tender publication portal can be accessed on the following link: https://www.etenders.gov.za/

15.5 The guide for online bid submission is attached as Annexure D.

15.6 Bidders to adhere to all the rules for the online bid submission.

15.7 Bidders' attention is drawn to the sequential submission format as per the checklist on Table 1.

15.8 The Pricing Schedule (SDB3.3) should be submitted as such and not any other format.

15.9 Non-compliance with online bid submission WILL invalidate the bidder's response.

15.10 Submit all bid queries via email to NTAdminitrativetenders@treasury.gov.za.

16. COMMUNICATION AND CONFIDENTIALITY

16.1 The Financial Management Chief Directorate (FMCD) within the Office of the Director-General (ODG) may communicate with bidders where clarity is sought after the closing date and time of the bid and prior to the award of the contract, or to extend the validity period of the bid, if necessary.

16.2 Any communication to any State official or a person acting in an advisory capacity for the State in respect of this bid between the closing date and the award of the bid by the bidder is discouraged.

16.3 Whilst all due care has been taken in connection with the preparation of this bid, the National Treasury makes no representations or warranties that the content in this bid or any information communicated to or provided to bidders during the bidding process is, or will be, accurate, current, or complete. The National Treasury, and its officers, employees and advisors will not be liable with respect to any information communicated which is not accurate, current, or complete.

16.4 If a bidder finds or reasonably believes it has found any discrepancy, ambiguity, error or inconsistency in this bid or any other information provided by the National Treasury (other than minor clerical matters), the bidder must promptly notify the National Treasury in writing of such discrepancy, ambiguity, error or inconsistency in order to afford the National Treasury an opportunity to consider what corrective action is necessary (if any).

16.5 Any actual discrepancy, ambiguity, error or inconsistency in this bid or any other information provided by the National Treasury will, if possible, be corrected and provided to all bidders without attribution to the bidder who provided the written notice.

16.6 All communication between the bidder and the National Treasury office must be done in writing as per the Contact Details below.

16.7 No representations made by or on behalf of the National Treasury in relation to this bid will be binding on the National Treasury unless that representation is expressly incorporated into the contract ultimately entered between the National Treasury and the successful bidder(s).

16.8 All persons (including all bidders) obtaining or receiving this bid and any other information in connection with this 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 response to this bid.

17. CONTACT DETAILS

17.1 **General:** National Treasury, Office of the Director-General, Financial Management Chief Directorate, Private Bag x115, Pretoria, 0001. Physical address: 40 Madiba Street, Church Square, Pretoria

17.2 **Bid Enquiries:** All enquiries should be in writing to NTAdministrativetenders@treasury.gov.za. The closing date for receipt of all enquiries is 13 July 2026. All enquiries beyond the closing date will not be considered.

18. PART 3: RECOMMENDATION AND APPOINTMENT OF BIDDERS

18.1 Once the evaluation process is complete there will be a recommendation report by the BEC to the Bid Adjudication Committee (BAC) who has the authority to either support (recommendation) or not support (recommendation) the recommendation/s to the Director General for appointment/s.

18.2 On approval of the recommendation/s and appointment/s, the successful bidder(s) will sign an acceptance letter together with the Service Level Agreement for the design, development, implementation and operationalisation of electronic procurement system for national treasury.

18.3 Once the successful bidder has been appointed/awarded they cannot do a cession to waive or cede without consultation with the department.

18.4 **Consent of information**

18.4.1 By submitting a bid, the bidder consents in terms of the Protection of Personal Information Act, 2013 (Act 4 of 2013) (POPIA) to the State processing personal information contained in the bid (including information relating to the bidder and its directors/members/trustees/employees/agents/subcontractors, as applicable) for purposes of administering and evaluating the bid, conducting verification and due diligence (including checks with CSD, SARS, CIPC, banks, references and other third parties), concluding and managing any resulting contract, and meeting legal/governance obligations; the bidder warrants that it is authorised to provide such information and may be required to furnish additional information within a reasonable time frame determined by the department, and acknowledges the data subject rights under POPIA and that queries may be directed to the contact person in this bid document.

18.5 **Tax compliance requirements**

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

18.5.2 The Tax Compliance status requirements are also applicable to potential foreign bidders / individuals who wish to submit a bid.

18.5.3 It is a requirement that bidders grant a written confirmation when submitting this bid response that SARS may on an on-going 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.

18.5.4 Bidders are required to be registered on the Central Supplier Database (CSD) and National Treasury shall verify the bidder's tax compliance status through the CSD or through SARS.

18.5.5 Where Consortia / Joint Ventures / Sub-Contractors are involved, each party must be registered on the CSD, and their tax compliance status will be verified through the CSD or through SARS.

18.6 **Negotiations**

18.6.1 The State reserves the right to negotiate with the shortlisted bidders prior or post award. The terms and conditions for negotiations will be communicated to the shortlisted bidders prior to invitation to negotiations. This phase is meant to ensure value for money is achieved through the measure of quality that will assess the monetary cost of the goods or services against the quality and or benefits of that goods or services.

18.7 **Due diligence**

18.7.1 The State reserves the right to:

18.7.1.1 Conduct due diligence during the evaluation process to determine the ability of the bidder to honour contractual obligations that might emanate from this tendering process. The due diligence is not only limited to the bidder but to all parties the bidder might have confirmed to do business with for the fulfilment of the contract that might be awarded.

18.7.1.2 Conduct due diligence prior to final award or at any time during the contract period and this may include pre-announced/ non-announced site visits. During the due diligence process the information submitted by the bidder will be verified and any misrepresentation thereof may disqualify the bid in whole or parts thereof.

18.7.1.3 Conduct any evaluation verifications prior to final award or at any time during the contract term period.

END