

REQUEST FOR PROPOSALS



YOU ARE HEREBY INVITED TO SUBMIT A BID TO MEET THE REQUIREMENTS OF THE DEVELOPMENT BANK OF SOUTHERN AFRICA LIMITED

BID NUMBER:	RFP008/2026
COMPULSORY BRIEFING SESSION DETAILS:	<u>Compulsory Briefing Session Registration Link</u>
CLOSING DATE:	27 February 2026
CLOSING TIME:	23H55 (Midnight)
PERIOD FOR WHICH BIDS ARE REQUIRED TO REMAIN OPEN FOR ACCEPTANCE:	120 days
DESCRIPTION OF BID:	SOURCING OF A SERVICE PROVIDER FOR INVOICE TO PAY SOLUTION
BID DOCUMENTS ELECTRONIC SUBMISSION:	<p>ELECTRONIC SUBMISSIONS</p> <p><u>INSTRUCTIONS:</u></p> <ul style="list-style-type: none"> ➤ Bidders are required to submit written requests for clarification via e-mail to <u>davidscm@dbsa.org</u> ONLY, quoting the RFP Number on the subject of the e-mail. This must be done three (3) working days before closing day of the bid including request for submission link. ➤ Bidders will thereafter receive a OneDrive Link to upload their submission documents electronically. ➤ Written requests for clarification will be considered up to and including 24 February 2026 16:30 Johannesburg time. Requests received after this date may not be attended to. ➤ Any requests after the stipulated date and time may be disregarded. <p>NB: Electronic submission is encouraged for all bidders interested in this tender.</p> <p>Closing date of this RFP/2026 is 27 February 2026 before 23:55PM.</p> <p>No physical bids will be received or accepted at the DBSA offices</p>
NAME OF BIDDER:	
CONTACT PERSON:	
EMAIL ADDRESS:	
TELEPHONE NUMBER:	
FAX NUMBER:	
BIDDER'S STAMP OR SIGNATURE	



The Development Bank of Southern Africa has a Zero Tolerance on Fraud and Corruption.
Report any incidents of Fraud and Corruption to Whistle Blowers on any of the following:

TollFree : 0800 20 49 33
Email : dbsa@whistleblowing.co.za
Free Post : Free Post KZN 665 | Musgrave | 4062
SMS : 33490

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**PART A
INVITATION TO BID**

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF DEVELOPMENT BANK OF SOUTHERN AFRICA LIMITED (“DBSA”)

BID NUMBER: **RFP125/2025**

DESCRIPTION: SOURCING OF A SERVICE PROVIDER FOR INVOICE TO PAY SOLUTION

COMPULSORY BRIEFING: 13 February 2026

COMPULSORY BRIEFING LINK: [Compulsory Briefing Session Registration Link](#)

Time: 10H00 AM Johannesburg time (**Microsoft Teams**)

Closing time for the OneDrive Link submissions - **23h55 on the 27 February 2025 (Telkom Time)**

CLOSING DATE: 13 February 2026

CLOSING TIME: 23H55PM

Name



Bidder Name

Name



Folder 1_Financial Proposal



Folder 2_Technical Proposal

- a) It remains the bidder's responsibility to ensure that the bid submission is uploaded using the correct bidder document and tender link.
- b) Should a bidder encounter an issue with the system, the bidder must provide sufficient evidence as proof of attempting to upload their submission before the cut-off time and the error received.
- c) Faxed, emailed bids will not be accepted, only an electronic submission received via the link will be accepted.
- d) It is therefore the responsibility of the bidder to request for a link to participate.
- e) The DBSA assumes no responsibility if a Bidder's designated email address is not correct, or if there are technical challenges, including those with the Bidders computer, network, or internet service provider (ISP).

BID SUBMISSION LINK REQUESTS:

ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS – (NOT TO BE RE-TYPED)

THIS BID IS SUBJECT TO THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT, WHICH ARE SET OUT IN PART C OF THIS DOCUMENT.

THE FOLLOWING PARTICULARS MUST BE FURNISHED (FAILURE TO DO SO MAY RESULT IN YOUR BID BEING DISQUALIFIED).

BIDDERS THAT ARE UNINCORPORATED CONSORTIA CONSISTING OF MORE THAN ONE LEGAL ENTITY MUST SELECT A LEAD ENTITY AND FURNISH THE DETAILS OF THE LEAD ENTITY, UNLESS OTHERWISE SPECIFIED.

NAME OF BIDDER AND EACH ENTITY IN CONSORTIUM:				
POSTAL ADDRESS:				
STREET ADDRESS:				
CONTACT PERSON (FULL NAME):				
EMAIL ADDRESS:				
TELEPHONE NUMBER:				
FAX NUMBER:				
BIDDER REGISTRATION NUMBER OR REGISTRATION NUMBER OF EACH ENTITY IN CONSORTIUM				
BIDDER VAT REGISTRATION NUMBER OR VAT REGISTRATION NUMBER OF EACH ENTITY IN CONSORTIUM				
BBBEE STATUS LEVEL VERIFICATION CERTIFICATE /BBBEE STATUS LEVEL SWORN AFFIDAVIT SUBMITTED? [TICK APPLICABLE BOX]	YES		NO	
IF YES, WHO ISSUED THE CERTIFICATE?				

1..1.1	ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES/WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ENCLOSE PROOF]		
1..1.2	ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES/WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ANSWER PART B:3 BELOW]		
1..1.3	SIGNATURE OF BIDDER			
1..1.4	DATE			
1..1.5	FULL NAME OF AUTHORISED REPRESENTATIVE			
1..1.6	CAPACITY UNDER WHICH THIS BID IS SIGNED (Attach proof of authority to sign this bid; e.g. resolution of directors, etc.)			
REGISTERED WITH THE NATIONAL TREASURY CSD [TICK APPLICABLE BOX]	YES		NO	
CSD REGISTRATION NUMBER				
TAX COMPLIANCE STATUS PIN (TCS) NUMBER ISSUED BY SARS				

PART B
TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:
<p>1.1. BIDS MUST BE SUBMITTED ELECTRONICALLY BY THE STIPULATED TIME TO THE LINK PROVIDED. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.</p> <p>1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED – (NOT TO BE RE-TYPED)</p> <p>1.3. SOUTH AFRICAN BIDDERS MUST REGISTER ON THE CENTRAL SUPPLIER DATABASE (CSD) TO UPLOAD MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS; AND BANKING INFORMATION FOR VERIFICATION PURPOSES). B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED BY BIDDING INSTITUTION.</p> <p>1.4. WHERE A BIDDER IS NOT REGISTERED ON THE CSD, MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS MUST BE SUBMITTED WITH THE BID DOCUMENTATION. B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION.</p>
2. TAX COMPLIANCE REQUIREMENTS
<p>2.1 ALL BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS IN THEIR COUNTRY OF RESIDENCE.</p> <p>2.2 SOUTH AFRICAN BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VIEW THE TAXPAYER'S PROFILE AND TAX STATUS.</p> <p>2.3 SOUTH AFRICAN BIDDERS CAN APPLY FOR TAX COMPLIANCE STATUS (TCS) OR PIN MAY ALSO BE MADE VIA E-FILING. IN ORDER TO USE THIS PROVISION, TAXPAYERS WILL NEED TO REGISTER WITH SARS AS E-FILERS THROUGH THE WEBSITE WWW.SARS.GOV.ZA.</p> <p>2.4 SA BIDDERS' MAY ALSO SUBMIT A PRINTED TCS TOGETHER WITH THE BID.</p> <p>2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED; EACH PARTY MUST SUBMIT A SEPARATE PROOF OF TCS / PIN / CSD NUMBER (TAX COMPLIANCE) IN ACCORDANCE WITH APPLICABLE LEGISLATION IN THEIR COUNTRY OF RESIDENCE.</p> <p>2.6 WHERE SA BIDDERS HAVE NO TCS AVAILABLE BUT ARE REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.</p>
3. QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS
<p>3.1. IS THE BIDDER A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)? <input type="checkbox"/> YES <input type="checkbox"/> NO</p> <p>3.2. DOES THE BIDDER HAVE A BRANCH IN THE RSA? <input type="checkbox"/> YES <input type="checkbox"/> NO</p> <p>3.3. DOES THE BIDDER HAVE A PERMANENT ESTABLISHMENT IN THE RSA? <input type="checkbox"/> YES <input type="checkbox"/> NO</p> <p>3.4. DOES THE BIDDER HAVE ANY SOURCE OF INCOME IN THE RSA? <input type="checkbox"/> YES <input type="checkbox"/> NO</p> <p>IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN, IT IS NOT A REQUIREMENT TO OBTAIN A TAX COMPLIANCE STATUS / TAX COMPLIANCE SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 ABOVE.</p>

NB: FAILURE TO PROVIDE ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.

PART C

CHECKLIST OF COMPULSORY RETURNABLE SCHEDULES AND DOCUMENTS

Please adhere to the following instructions:

- Tick in the relevant block below;
- Ensure that the following documents are completed and signed where applicable; and
- Use the prescribed sequence in attaching the annexes that complete the Bid Document

NB: Should all these documents not be included, the Bidder may be disqualified on the basis of non-compliance

YES NO

<input type="checkbox"/>	<input type="checkbox"/>	One original Bid document in separate folders; Folder 1 - for Pre-Qualifying Criteria and Functional Evaluation and Folder 2 - Price / Financial Proposal – Electronic submission
<input type="checkbox"/>	<input type="checkbox"/>	Part A: Invitation to Bid
<input type="checkbox"/>	<input type="checkbox"/>	Part B: Terms and Conditions of Bidding
<input type="checkbox"/>	<input type="checkbox"/>	Part C: Checklist of Compulsory Returnable Schedules and Documents
<input type="checkbox"/>	<input type="checkbox"/>	Part D: Conditions of Tendering and Undertakings by Bidders
<input type="checkbox"/>	<input type="checkbox"/>	Part E: Specifications/Terms of Reference and Project Brief
<input type="checkbox"/>	<input type="checkbox"/>	Annexure A: Price Proposal Requirement
<input type="checkbox"/>	<input type="checkbox"/>	Annexure B: SBD4 Declaration of Interest
<input type="checkbox"/>	<input type="checkbox"/>	Annexure C: SBD6.1 and B-BBEE status level certificate
<input type="checkbox"/>	<input type="checkbox"/>	Annexure F: Certified copies of your CIPC company registration documents listing all members with percentages, in case of a lose corporation
<input type="checkbox"/>	<input type="checkbox"/>	Annexure G: Certified copies of latest share certificates, in case of a company.
<input type="checkbox"/>	<input type="checkbox"/>	Annexure H: (if applicable): A breakdown of how fees and work will be spread between members of the bidding consortium.
<input type="checkbox"/>	<input type="checkbox"/>	Annexure I: Supporting documents to responses to Pre-Qualifying Criteria and Functional Evaluation Criteria.

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Annexure J: General Condition of Contract

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Annexure K: CSD Tax Compliance Status and Registration Requirements Report

PART D

CONDITIONS OF TENDERING AND UNDERTAKINGS BY BIDDER

1. DEFINITIONS

In this Request for Proposals, unless a contrary intention is apparent:

- 1.1 **B-BBEE** means broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act, 2003;
- 1.2 **B-BBEE Act** means the Broad-Based Black Economic Empowerment Act, 2003;
- 1.3 **B-BBEE status level of contributor** means the B-BBEE status received by a measured entity based on its overall performance used to claim points in terms of regulation 6 and 7 of the Preferential Procurement Regulations, 2022.
- 1.4 **Business Day** means a day which is not a Saturday, Sunday or public holiday in South Africa.
- 1.5 **Bid** means a written offer in the prescribed or stipulated form lodged by a Bidder in response to an invitation in this Request for Proposal, containing an offer to provide goods, works or services in accordance with the Specification as provided in this RFP.
- 1.6 **Bidder** means a person or legal entity, or an unincorporated group of persons or legal entities that submit a Bid.
- 1.7 **Companies Act** means the Companies Act, 2008.
- 1.8 **Compulsory Documents** means the list of compulsory schedules and documents set out in Part B.
- 1.9 **Closing Time** for the OneDrive Link submissions - 23h55 on the 31 January 2025 (Telkom Time)
- 1.10 **DBSA** means the Development Bank of Southern Africa Limited.
- 1.11 **DFI** means Development Finance Institution.
- 1.12 **Evaluation Criteria** means the criteria set out under the clause 26 (Evaluation Process) of this Part C, which includes the Qualifying Criteria, Functional Criteria and Price and Preferential Points Assessment (where applicable).
- 1.13 **Functional Criteria** means the criteria set out in clause 27 of this Part C.
- 1.14 **Intellectual Property Rights** includes copyright and neighbouring rights, and all proprietary rights in relation to inventions (including patents) registered and unregistered trademarks (including service marks), registered designs, confidential information (including trade secrets and know how) and circuit layouts, and all other proprietary rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields.

- 1.15 **PFMA** means the Public Finance Management Act, 1999.
- 1.16 **PPPFA** means the Preferential Procurement Policy Framework Act, 2000.
- 1.17 **PPPFA Regulations** means the Preferential Procurement Regulations, 2022 published in terms of the PPPFA.
- 1.18 **Pre-Qualifying Criteria** means the criteria set out in clause **Error! Reference source not found.** of this Part C.
- 1.19 **Price and Preferential Points Assessment** means the process described in clause **Error! Reference source not found.** of this Part C, as prescribed by the PPPFA.
- 1.20 **Proposed Contract** means the agreement including any other terms and conditions contained in or referred to in this RFP that may be executed between the DBSA and the successful Bidder.
- 1.21 **Request for Proposal** or **RFP** means this document (comprising each of the parts identified under Part A, Part B, Part C and Part D) including all annexures and any other documents so designated by the DBSA.
- 1.22 **SARS** means the South African Revenue Service.
- 1.23 **Services** means the services required by the DBSA, as specified in this RFP Part D.
- 1.24 **SLA** means Service Level Agreement.
- 1.25 **SOE** means State Owned Enterprise, as defined by the Companies' Act.
- 1.26 **Specification** means the conditions of tender set and any specification or description of the DBSA's requirements contained in this RFP.
- 1.27 **State** means the Republic of South Africa.
- 1.28 **Statement of Compliance** means the statement forming part of a Tender indicating the Bidders compliance with the Specification.
- 1.29 **Tendering Process** means the process commenced by the issuing of this Request for Proposals and concluding upon formal announcement by the DBSA of the selection of a successful Bidder(s) or upon the earlier termination of the process.
- 1.30 **Website** means a website administered by DBSA under its name with web address www.dbsa.org

2. INTERPRETATIONS

In this RFP, unless expressly provided otherwise a reference to:

- 2.1 "includes" or "including" means includes or including without limitation; and
- 2.2 "R" or "Rand" is a reference to the lawful currency of the Republic of South Africa.

3. TENDER TECHNICAL AND GENERAL QUERIES

Queries pertaining to this tender must be directed to:-

DBSA Supply Chain Management Unit

Email: davidscm@dbsa.org

No questions will be answered telephonically.

4. SUBMISSION OF TENDERS

COMPULSORY BRIEFING: 13 February 2026 – Refer to the cover page for the link to register and attend the briefing session meeting.

LINK: [Compulsory Briefing Session Registration Link](#)

Time: 10H00 AM Johannesburg time (**Microsoft Teams**)

LINK REQUESTS: Bidders are asked to nominate one dedicated contact person (name, email address and phone number).

CLOSING DATE: 27 February 2026

CLOSING TIME: 23H55PM

5. RULES GOVERNING THIS RFP AND THE TENDERING PROCESS

- 5.1 Participation in the tender process is subject to compliance with the rules contained in this RFP Part C.
- 5.2 All persons (whether a participant in this tender process or not) having obtained or received this RFP may only use it, and the information contained herein, in compliance with the rules contained in this RFP.
- 5.3 All Bidders are deemed to accept the rules contained in this RFP Part C.
- 5.4 The rules contained in this RFP Part C apply to:
 - 5.4.1 The RFP and any other information given, received or made available in connection with this RFP, and any revisions or annexure.
 - 5.4.2 the Tendering Process; and
 - 5.4.3 any communications (including any briefings, presentations, meetings and negotiations) relating to the RFP or the Tendering Process.

6. STATUS OF REQUEST FOR PROPOSAL

- 6.1 This RFP is an invitation for person(s) to submit a proposal(s) for the provision of the services as set out in the Specification contained in this RFP. Accordingly, this RFP must not be construed, interpreted, or relied upon, whether expressly or implicitly, as an offer capable of acceptance by any person(s), or as creating any form of contractual, promissory or other rights. No binding contract or other understanding for the supply of services will exist between the DBSA and any Bidder unless and until the DBSA has executed a formal written contract with the successful Bidder.

7. ACCURACY OF REQUEST FOR PROPOSAL

- 7.1 Whilst all due care has been taken in connection with the preparation of this RFP, the DBSA makes no representations or warranties that the content in this RFP or any information communicated to or provided to Bidders during the Tendering Process is, or will be, accurate, current or complete. The DBSA, and its officers, employees and advisors will not be liable with respect to any information communicated which is not accurate, current or complete.
- 7.2 If a Bidder finds or reasonably believes it has found any discrepancy, ambiguity, error or inconsistency in this RFP or any other information provided by the DBSA (other than minor clerical matters), the Bidder must promptly notify the DBSA in writing of such discrepancy, ambiguity, error or inconsistency in order to afford the DBSA an opportunity to consider what corrective action is necessary (if any).
- 7.3 Any actual discrepancy, ambiguity, error or inconsistency in this RFP or any other information provided by the DBSA will, if possible, be corrected and provided to all Bidders without attribution to the Bidder who provided the written notice.

8. ADDITIONS AND AMENDMENTS TO THE RFP

- 8.1 The DBSA reserves the right to change any information in, or to issue any addendum to this RFP before the Closing Time. The DBSA and its officers, employees and advisors will not be liable in connection with either the exercise of, or failure to exercise this right.
- 8.2 If the DBSA exercises its right to change information in terms of clause 8.1, it may seek amended Tenders from all Bidders.

9. REPRESENTATIONS

No representations made by or on behalf of the DBSA in relation to this RFP will be binding on the DBSA unless that representation is expressly incorporated into the contract ultimately entered between the DBSA and the successful Bidder.

10. CONFIDENTIALITY

- 10.1 All persons (including all Bidders) obtaining or receiving this RFP and any other information in connection with this RFP or the Tendering Process must keep the contents of the RFP and other such information confidential, and not disclose or use the information except as required for the purpose of developing a proposal in response to this RFP.

11. REQUESTS FOR CLARIFICATION OR FURTHER INFORMATION

- 11.1 All communications relating to this RFP and the Tendering Process must be directed to the Tender Officer.

- 11.2 All questions or requests for further information or clarification of this RFP or any other document issued in connection with the Tendering Process must be submitted to the Tender Officer in writing, and most preferably by e-mail to davidscm@dbsa.org
- 11.3 Any communication by a Bidder to the DBSA will be effective upon receipt by the Tender Officer (provided such communication is in the required format).
- 11.4 The DBSA has restricted the period during which it will accept questions or requests for further information or clarification and reserves the right not to respond to any enquiry or request, irrespective of when such enquiry or request is received.
- 11.5 Except where the DBSA is of the opinion that issues raised apply only to an individual Bidder, questions submitted and answers provided will be made available to all Bidders by e-mail, as well as on the DBSA's website without identifying the person or organisation which submitted the question.
- 11.6 In all other instances, the DBSA may directly provide any written notification or response to a Bidder by email to the address of the Bidder (as notified by the Bidder to the Tender Manager).
- 11.7 A Bidder may, by notifying the Tender Officer in writing, withdraw a question submitted in accordance with clause 12, in circumstances where the Bidder does not wish the DBSA to publish its response to the question to all Bidders.

12. UNAUTHORISED COMMUNICATIONS

- 12.1 Communications (including promotional or advertising activities) with staff of the DBSA or their advisors assisting with the Tendering Process are not permitted during the Tendering Process, or otherwise with the prior consent of the Tender Officer. Nothing in this clause 12 is intended to prevent communications with staff of, or advisors to, the DBSA to the extent that such communications do not relate to this RFP or the Tendering Process.
- 12.2 Bidders must not otherwise engage in any activities that may be perceived as, or that may have the effect of, influencing the outcomes of the Tendering Process in any way.

13. IMPROPER ASSISTANCE, FRAUD AND CORRUPTION

- 13.1 Bidders may not seek or obtain the assistance of employees of the DBSA in the preparation of their tender responses.
- 13.2 The DBSA may in its absolute discretion, immediately disqualify a Bidder that it believes has sought or obtained such improper assistance.
- 13.3 Bidders are to be familiar with the implications of contravening the Prevention and Combating of Corrupt Activities Act, 2004 and any other relevant legislation.

14. ANTI-COMPETITIVE CONDUCT

- 14.1 Bidders and their respective officers, employees, agents and advisors must not engage in any collusion, anti-competitive conduct or any other similar conduct in respect of this Tendering Process with any other Bidder or any other person(s) in relation to:
- 14.1.1 the preparation or lodgement of their Bid
 - 14.1.2 the evaluation and clarification of their Bid; and
 - 14.1.3 the conduct of negotiations with the DBSA.
- 14.2 For the purposes of this clause 14, collusion, anti-competitive conduct or any other similar conduct may include disclosure, exchange and clarification of information whether or not such information is confidential to the DBSA or any other Bidder or any other person or organisation.
- 14.3 In addition to any other remedies available to it under law or contract, the DBSA may, in its absolute discretion, immediately disqualify a Bidder that it believes has engaged in any collusive, anti-competitive conduct or any other similar conduct during or before the Tendering Process.

15. COMPLAINTS ABOUT THE TENDERING PROCESS

- 15.1 Any complaint about the RFP or the Tendering Process must be submitted to the Supply Chain Management Unit in writing, by email, immediately upon the cause of the complaint arising or becoming known to the Bidder, (tenders@dbsa.org)
- 15.2 The written complaint must set out:
- 15.2.1 the basis for the complaint, specifying the issues involved;
 - 15.2.2 how the subject of the complaint affects the organisation or person making the complaint;
 - 15.2.3 any relevant background information; and
 - 15.2.4 the outcome desired by the person or organisation making the complaint.
- 15.3 If the matter relates to the conduct of an employee of the DBSA, the complaint should be addressed in writing marked for the attention of the Chief Executive Officer of the DBSA, and delivered to the physical address of the DBSA, as notified.

16. CONFLICT OF INTEREST

- 16.1 A Bidder must not, and must ensure that its officers, employees, agents and advisors do not place themselves in a position that may give rise to actual, potential or perceived conflict of interest between the interests of the DBSA and the Bidder's interests during the Tender Process.
- 16.2 The Bidder is required to provide details of any interests, relationships or clients which may or do give rise to a conflict of interest in relation to the supply of the services under any contract that may result from this RFP. If the Bidder submits its Bid and a subsequent

conflict of interest arises, or is likely to arise, which was not disclosed in the Bid, the Bidder must notify the DBSA immediately in writing of that conflict.

- 16.3 The DBSA may immediately disqualify a Bidder from the Tendering Process if the Bidder fails to notify the DBSA of the conflict as required.

17. LATE BIDS

- 17.1 Bids must be delivered by the Closing Time. The Closing Time may be extended by the DBSA in its absolute discretion by providing written notice to Bidders.
- 17.2 Bids delivered after the Closing Time or lodged at a location or in a manner that is contrary to that specified in this RFP will be disqualified from the Tendering Process and will be ineligible for consideration. However, a late Bid may be accepted where the Bidder can clearly demonstrate (to the satisfaction of the DBSA, in its sole discretion) that late lodgement of the Bid was caused by the DBSA; that access was denied or hindered in relation to the physical tender box; or that a major/critical incident hindered the delivery of the Bid and, in all cases, that the integrity of the Tendering Process will not be compromised by accepting a Bid after the Closing Time.
- 17.3 The determination of the DBSA as to the actual time that a Bid is lodged is final. Subject to clause 17.2, all Bids lodged after the Closing Time will be recorded by the DBSA and will only be opened for the purposes of identifying a business name and address of the Bidder. The DBSA will inform a Bidder whose Bid was lodged after the Closing Time of its ineligibility for consideration. The general operating practice is for the late Bid to be returned within 5 (five) working days of receipt or within 5 (five) working days after determination not to accept a late Bid.

18. BIDDER'S RESPONSIBILITIES

- 18.1 Bidders are responsible for:
- 18.1.1 examining this RFP and any documents referenced or attached to this RFP and any other information made or to be made available by the DBSA to Bidders in connection with this RFP;
 - 18.1.2 fully informing themselves in relation to all matters arising from this RFP, including all matters regarding the DBSA's requirements for the provision of the Services;
 - 18.1.3 ensuring that their Bids are accurate and complete;
 - 18.1.4 making their own enquiries and assessing all risks regarding this RFP, and fully considering and incorporating the impact of any known and unknown risks into their Bid;
 - 18.1.5 ensuring that they comply with all applicable laws in regard to the Tendering Process particularly as specified by National Treasury Regulations, Guidelines, Instruction Notes and Practice Notes and other relevant legislation as published from time to time in the Government Gazette; and

- 18.1.6 submitting all Compulsory Documents.
- 18.2 South African bidders with annual total revenue of ZAR10 million or less qualify as Exempted Micro Enterprises (EMEs) in terms of the B-BBEE Act must submit a certificate issued by a registered, independent auditor (who or which is not the Bidder or a part of the Bidder) or an accredited verification agency.
- 18.3 South African bidders other than EMEs must submit their original and valid B-BBEE status level verification certificate or a certified copy, or a sworn affidavit thereof, substantiating their B-BBEE status. The submission of such certificates must comply with the requirements of instructions and guidelines issued by National Treasury and be in accordance with the applicable notices published by the Department of Trade and Industry in the Government Gazette.
- 18.4 The DBSA reserves the right to require of a Bidder, either before a Bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the DBSA.
- 18.5 Failure to provide the required information may result in disqualification of the Bidder.

19. PREPARATION OF BIDS

- 19.1 Bidders must ensure that:
 - 19.1.1 their Bid is submitted in the required format as stipulated in this RFP; and
 - 19.1.2 all the required information fields in the Bid are completed in full and contain the information requested by the DBSA.
- 19.2 The DBSA may in its absolute discretion reject a Bid that does not include the information requested or is not in the format required.
- 19.3 Unnecessarily elaborate responses or other representations beyond that which is sufficient to present a complete and effective tender proposal are not desired or required. Elaborate and expensive visual and other presentation aids are not necessary.
- 19.4 Where the Bidder is unwilling to accept a specified condition, the non-acceptance must be clearly and expressly stated. Prominence must be given to the statement detailing the non-acceptance. It is not sufficient that the statement appears only as part of an attachment to the Bid or be included in a general statement of the Bidders usual operating conditions.
- 19.5 An incomplete Bid may be disqualified or assessed solely on the information completed or received with the Bid.

20. ILLEGIBLE CONTENT, ALTERATION AND ERASURES

- 20.1 Incomplete Bids may be disqualified or evaluated solely on information contained in the Bid.
- 20.2 The DBSA may disregard any content in a Tender that is illegible and will be under no obligation whatsoever to seek clarification from the Bidder.
- 20.3 The DBSA may permit a Bidder to correct an unintentional error in its Bid where that error becomes known or apparent after the Closing Time, but in no event will any correction be

permitted if the DBSA reasonably considers that the correction would materially alter the substance of the Bid or effect the fairness of the Tendering Process.

21. OBLIGATION TO NOTIFY ERRORS

If, after a Bidder's Response has been submitted, the Bidder becomes aware of an error in the Bidders Response (including an error in pricing but excluding clerical errors which would have no bearing on the evaluation of the Bid), the Bidder must promptly notify the DBSA of such error.

22. RESPONSIBILITY FOR BIDDING COSTS

22.1 The Bidders participation or involvement in any stage of the Tendering Process is at the Bidders sole risk, cost and expense. The DBSA will not be held responsible for, or pay for, any expense or loss that may be incurred by Bidders in relation to the preparation or lodgement of their Bid.

22.2 The DBSA is not liable to the Bidder for any costs on the basis of any contractual, promissory or restitutionary grounds whatsoever as a consequence of any matter relating to the Bidders participation in the Tendering Process, including without limitation, instances where:

22.2.1 the Bidder is not engaged to perform under any contract; or

22.2.2 the DBSA exercises any right under this RFP or at law.

23. DISCLOSURE OF BID CONTENTS AND BID INFORMATION

23.1 All Bids received by the DBSA will be treated as confidential. The DBSA will not disclose contents of any Bid and Bid information, except:

23.1.1 as required by law;

23.1.2 for the purpose of investigations by other government authorities having relevant jurisdiction;

23.1.3 to external consultants and advisors of the DBSA engaged to assist with the Tendering Process; or for the general information of Bidders required to be disclosed as per National Treasury Regulations, Guidelines, Instruction Notes or Practice Notes.

24. USE OF BIDS

24.1 Upon submission in accordance with the requirements relating to the submission of Bids, all Bids submitted become the property of the DBSA. Bidders will retain all ownership rights in any intellectual property contained in the Bids.

24.2 Each Bidder, by submission of their Bid, is deemed to have licensed the DBSA to reproduce the whole, or any portion, of their Bid for the sole purposes of enabling the DBSA to evaluate the Bid.

25. BID ACCEPTANCE

All Bids received must remain open for acceptance for a minimum period of 120 (one-hundred and twenty) days from the Closing Time. This period may be extended by written mutual agreement between the DBSA and the Bidder.

26. EVALUATION PROCESS

26.1 The Bids will be evaluated and adjudicated as follows:

26.1.1 First Stage – Test for administrative Responsiveness

The test for administrative responsiveness will include the following:

Stage 1: Responsiveness

The Tenderer should be able to provide all the relevant information required in the Supplier Information Form (SIF) which will include but not limited to;

A. Tenderers who do not adhere to those criteria listed a PRE-QUALIFIER, will be disqualified immediately.

Responsiveness Criteria		Prequalifying Criteria	Applicable to this Tender (Y/N)
1	Adherence to submitting Tender as a two-folder tender. Folder 1: Functionality and returnable submission separate from Folder 2: Pricing proposal submission	Pre-Qualifier	Y
2	Attendance Register of the Compulsory Briefing Session attended by the Tenderer.	Pre-Qualifier	Y

B. Tenderers who do not adhere to the indicated response time for clarifications requested by the Employer will be deemed to be non-responsive and their submissions will not be evaluated further.

Responsiveness Criteria		Clarification Time	Applicable to this Tender (Y/N)
1	Standard conditions of tender as required.	48 hours	Y
2	Returnable documents completed and signed.	48 hours	Y
3	Submission of Proof of Registration with National Treasury Central Supplier Database (CSD) Summary Report or A Valid and Active Tax Compliance Status Pin issued by SARS for Tax Compliance Status Verification: N.B - Bidder must be fully registered & tax compliant to do business with the DBSA.	7 Working days	Y

Only those Bidders which satisfy all the Pre-Qualifying Criteria of the First Stage will be eligible to participate in the Tendering Process further. Bids which do not satisfy all the Pre-Qualifying Criteria of the First Stage will not be evaluated further.

26.1.2 Second Stage – Functional criteria

Stage gate 1: Functional and technical evaluation

A minimum score of 70% (56 points out of 80 points) is required to be considered for stage gate 2 presentations.

Stage gate 2: Presentation of the demo system

A maximum of 20 points is allocated for demo system presentations. A minimum score of 70% on the presentation is required (14 points out of 20 points).

A combined overall score of 70% (70 points out of 100 points) is required to progress to the Price and Preference evaluation stage.

Bidders will be assessed on the functional criteria (Second Stage) as set out in this RFP. Only those Bidders which comply with the eligibility criteria will proceed to the second Stage.

Sub Criteria	Description	Points breakdown	Total
Company Track Record and Experience	<ul style="list-style-type: none"> The bidder must demonstrate the experience and knowledge of delivering an I2P system by providing a summary table showing at least three (3) contactable references of clients and their contact details. Provide summary table, on not more than two (2) pages, clearly showing a list of clients (with contactable references and their contact details) and services provided: <ul style="list-style-type: none"> The name of the customer The scope of work performed for the customer Start and end date for the work done Technologies used to deliver the customer scope of work and system requirements. System capacity details. 	<p>Poor = 0 points (Minimum three (3) relevant references not provided)</p> <p>Good = 10 points (minimum of 3 relevant references provided)</p>	10
I2P system requirements	<p>Provide a comprehensive response to the scope with regard to the I2P system requirements.</p> <ul style="list-style-type: none"> The system requirements are categorized into three main types: <ol style="list-style-type: none"> Functional Requirements (FR1 - FR35): These include dashboard requirements (DR1 - DR8), which fall under functional requirements. Non-functional requirements (NF1 - NF12): These cover 	<p>Poor = 0 points (The system requirements are not aligned to any of the required criteria)</p> <p>Average = 20 points (The system requirements are partially aligned to the required criteria)</p>	35

Sub Criteria	Description	Points breakdown	Total
	<p>aspects such as performance, usability, and reliability.</p> <p>3. Technical Requirements (TR1 - TR32): These include technical specifications and constraints.</p> <p>Each requirement has a serial number. Bidders should use these references in their technical proposals.</p>	<p>Good = 35 points (The system requirements are fully aligned to the required criteria)</p>	
Project Implementation Strategy	<p>Provide a project implementation strategy to deliver the I2P system requirements detailing the following:</p> <p>6.1.1 Project and Client Management: a detailed description of the approach and methodology for managing projects and client relationships.</p> <p>6.1.2 Project Management Team: a detailed description of the firm's project management team, including skills, experience, and capabilities of relevant staff.</p> <p>6.1.3 Project Schedule: a detailed breakdown of all deliverables identified in the Scope of Work, including methods, tools, and timeline to complete the project.</p> <p>In the initial stages, the system should cover at least 70-80% of the mandatory requirements as defined in the functional specifications. A test and Gap analysis phase will then be conducted.</p> <p>The strategy should include a Gantt chart of a detailed project plan. The Gantt chart should include the required time and resources and should be aligned to the proposed cost.</p>	<p>Poor = 0 points (The strategy includes a project and client management strategy, a project management team, and a Gantt chart detailing milestones, timelines, and resources.)</p> <p>Average = 15 points (The strategy does not include either a project and client management strategy, the project management team, or a Gantt chart detailing the milestones, timelines, and resources.)</p> <p>Good = 25 points (The strategy includes a project and client management strategy, the project management team, and a Gantt chart detailing milestones, timelines, and resources.)</p>	20
Change Management Strategy	<p>Provide a comprehensive Training and change management strategy that details the following as outlined in the scope of works:</p> <p>i. Leadership alignment: Empower leaders in the business with the resources and content messaging to enable them to guide the organisation through the I2P implementation</p>	<p>Poor = 0 points (The strategy does not include any of the requirements in the scope of works.)</p> <p>Average = 5 points (The strategy includes some of</p>	5

Sub Criteria	Description	Points breakdown	Total
	<p>ii.Stakeholder engagement: Identify and analyse key stakeholders, map their influence and impact, and establish tailored engagement strategies for I2P</p> <p>iii.Communications: Develop a comprehensive communication plan, using different channels to ensure consistent messaging and support for the I2P initiative</p> <p>iv.Change Agent Network: Use the established Change Agent network to encourage buy-in of the I2P initiative; cascade messaging facilitates two-way communication</p> <p>v.Business Readiness: Assess change readiness to determine the organisation's preparedness for adoption. Use the insights to identify any inhibiting indicators and create a targeted intervention plan to enhance business readiness and mitigate risks</p> <p>vi.Change Impact Assessment: Assess the impact of the changes to each stakeholder group across the people, process and system dimensions. Use the insights from the assessment to create mitigation strategies for major impacts</p> <p>vii.Post-Go-Live Support: Monitor adoption levels, provide clear communication and accessible support to ensure a sustained change</p> <p>viii.Provide detailed training material to streamline the onboarding process for new users of the software</p> <p>ix.Have an implementation strategy with timelines and milestones to ensure an easy transition to the new software</p> <p>x.Provide user support in a prompt and timely fashion to assist with any queries or concerns with regards to the new system</p>	<p>the requirements in the scope of works.)</p> <p>Good = 10 points (The strategy includes all the requirements in the scope of works.)</p>	
Support and maintenance strategy	<p>Bidder must describe how the support and maintenance will be done.</p> <p>Provide support and maintenance strategy, methodology and approach.</p> <p>Please note that the bidder must score 7 and above on this category to proceed to the next stage.</p>	<p>10 = Support and maintenance strategy is responsive</p> <p>7 = Above average</p> <p>5 = Below Average</p> <p>0 = Not responsive</p>	10
STAGE GATE 2: PRESENTATION OF THE DEMO SYSTEM			

Sub Criteria	Description	Points breakdown	Total
Stage 2 Presentations – System Demo	Provide a presentation of the proposal and demo according to the following points: <ul style="list-style-type: none"> Functional Requirements (FR1 - FR35): These include dashboard requirements (DR1 - DR8), which fall under functional requirements. Non-functional requirements (NF1 - NF12): These cover aspects such as performance, usability, and reliability. Technical Requirements (TR1 - TR32): These include technical specifications and constraints. 	Poor = 0 point (The presentation is not responsive to any of the required criteria) Average = 10 points (The presentation is responsive to some of the required criteria) Good = 20 points (The presentation is responsive to the required criteria)	20
TOTAL			100

26.1.3 Third Stage – price

26.1.3.1 Those Bidders which have passed the First Stage (Responsiveness Test) and Second Stage (Functional Evaluation) of the tender process will be eligible to be evaluated on the Third Stage, based on price, in accordance with the PPPFA regulations.

26.1.3.2 The recommended preferred Bidder will be the Bidder with the lowest overall price in the Third Stage of the Bid evaluation, unless the DBSA exercises its right to cancel the RFP, in line with the PPPFA Regulations.

26.2 NB: Bidders are required to submit, as Annexure J to their Bids, any documentation which supports the responses provided in respect of the Eligibility Criteria below.

27. Risk Analysis and Objective Criteria

Risk Analysis and Objective Criteria *(This must only be included in the tender document if it is applicable, ensure that the list is specific as to what your objective criteria are)*

The DBSA reserves the right to award the tender to the tenderer who scores the highest number of points overall in line with Section (2) (1) (f) of the PPPFA, unless there are objective criteria which will justify the award of the tender to another tenderer. The objective criteria that the DBSA may apply in this bid process includes:

- Any bidder that has a cumulative order book totalling 5 Awards with outstanding value, **may be excluded from further evaluation.**

- ii. Where a bidder has 5 active Awards with an outstanding value and the outstanding value is 10% or less, indicating the project is nearing completion, the bidder may be included **for further evaluation and/or recommendation for award**.
- iii. Where a bidder has 5 active Awards with an outstanding value and at least one of the projects has stalled for a period of 6 months or more, or the client has placed the project on hold indefinitely, the bidder may be included **for further evaluation and/or recommendation for award**.
- iv. The DBSA has the discretion to apply an objective criterion.

28. Due Diligence

DBSA shall perform a due diligence exercise on the preferred bidder to determine its risk profile. The due diligence exercise may take the following factors into account inter alia.

a. Judgements and criminal convictions

DBSA may consider previous civil judgements against the preferred bidder as part of its risk assessment. DBSA may also consider whether the preferred bidder or any of its directors have been convicted of a serious offence.

b. Pending litigation/liquidation/business rescue (distinct from Working Capital)

DBSA may consider any pending litigation in a court of law or administrative tribunal as part of its risk assessment.

c. Performance

DBSA will not consider the Service provider having a history of poor performance on any task orders/purchase orders or contracts, including poor performance in respect of compliance with policies or procedures regarding safety, health, quality control or environment, or having committed a serious

and

gross breach of contract.

d. Reputational harm

If DBSA is likely to suffer substantial reputational harm because of doing business with the preferred service provider, it may take this into account as part of its risk assessment.

e. Restricted/Blacklisted

Is not under restrictions, or has principals who are under restrictions, preventing participating in the employer's procurement.

f. Vetting

The DBSA reserves the right to conduct vetting on the tenderer or any of its directors.

g. PEP Checks for both Companies and Individual directors, as well as Procure Check and or any other systems that the DBSA may choose to utilize (which may be conducted by an authorized third party) that would be done to assess all risks, including but not limited to

- a. Financial stability of the bidder based on key ratio analysis ;
- b. Efficiency ;
- c. Profitability ;
- d. Financial Risk;
- e. Liquidity ;
- f. Acid Test ;
- g. Solvency; and
- h. Commercial relationship with a politically exposed and brand risk

- i. The DBSA reserves the right to award the scope in full or part thereof, subject to budget availability.

- ii. The DBSA reserves the right to negotiate to ensure the value for money principle is not compromised.

29. Generally, suppliers have their own business standards and regulations. Although DBSA cannot control the actions of our suppliers, we will not tolerate any illegal activities.

These include, but are not limited to:

- Misrepresentation of any kind (e.g. origin of manufacture, specifications, intellectual property rights, etc.);
- Collusion;
- Failure to disclose accurate information required during the sourcing activity (ownership, financial situation, BBBEE status, etc.);
- Corrupt activities listed above; and
- Harassment, intimidation or other aggressive actions towards DBSA's employees.

30. STATUS OF BID

30.1 Each Bid constitutes an irrevocable offer by the Bidder to the DBSA to provide the Services required and otherwise to satisfy the requirements of the Specification as set out in this RFP.

30.2 A Bid must not be conditional on:

- 30.2.1 the Board approval of the Bidder or any related governing body of the Bidder being obtained.
- 30.2.2 the Bidder conducting due diligence or any other form of enquiry or investigation.
- 30.2.3 the Bidder (or any other party) obtaining any regulatory approval or consent.
- 30.2.4 the Bidder obtaining the consent or approval of any third party; or
- 30.2.5 the Bidder stating that it wishes to discuss or negotiate any commercial terms of the contract.

30.3 The DBSA may, in its absolute discretion, disregard any Bid that is, or is stated to be, subject to any one or more of the conditions detailed above (or any other relevant conditions).

30.4 The DBSA reserves the right to accept a Bid in part or in whole or to negotiate with a Bidder in accordance with the provisions of this RFP and the applicable laws and regulations.

31. CLARIFICATION OF BIDS

31.1 The DBSA may seek clarification from and enter into discussions with any or all of the Bidders in relation to their Bid. The DBSA may use the information obtained when clarification is sought or discussions are held in interpreting the Bid and evaluating the cost and risk of accepting the Bid. Failure to supply clarification to the satisfaction of the DBSA may render the Bid liable to disqualification.

31.2 The DBSA is under no obligation to seek clarification of anything in a Bid and reserves the right to disregard any clarification that the DBSA considers to be unsolicited or otherwise impermissible or irrelevant in accordance with the rules set out in this RFP.

32. DISCUSSION WITH BIDDERS

- 32.1 The DBSA may elect to engage in detailed discussions with any one or more Bidder(s), with a view to maximising the benefits of this RFP as measured against the evaluation criteria and in fully understanding a Bidder's offer.
- 32.2 Where applicable, the DBSA will invite Bidders to give a presentation to the DBSA in relation to their submissions.
- 32.3 The DBSA is under no obligation to undertake discussions with, and Bidders.
- 32.4 In addition to presentations and discussions, the DBSA may request some or all Bidders to:
 - 32.4.1 conduct a site visit, if applicable.
 - 32.4.2 provide references or additional information; and/or
 - 32.4.3 make themselves available for panel interviews.

33. SUCCESSFUL BIDS

- 33.1 Selection as a successful Bidder does not give rise to a contract (express or implied) between the successful Bidder and the DBSA for the supply of the Services. No legal relationship will exist between the DBSA and a successful Bidder for the supply of the Services until such time as a binding contract is executed by them.
- 33.2 The DBSA may, in its absolute discretion, decide not to enter into pre-contractual negotiations with a successful Bidder.
- 33.3 A Bidder is bound by its Bid and all other documents forming part of the Bidder's Response and, if selected as a successful Bidder, must enter into a contract on the basis of the Bid with or without further negotiation.

34. NO OBLIGATION TO ENTER INTO CONTRACT

- 34.1 The DBSA is under no obligation to appoint a successful Bidder or Bidders (as the case may be), or to enter into a contract with a successful Bidder or any other person, if it is unable to identify a Bid that complies in all relevant respects with the requirements of the DBSA, or if due to changed circumstances, there is no longer a need for the Services requested, or if funds are no longer available to cover the total envisaged expenditure. For the avoidance of any doubt, in these circumstances the DBSA will be free to proceed via any alternative process.
- 34.2 The DBSA may conduct a debriefing session for all Bidders (successful and unsuccessful). Attendance at such debriefing session is optional.

35. BIDDER WARRANTIES

- 35.1 By submitting a Bid, a Bidder warrants that:
 - 35.1.1 it did not rely on any express or implied statement, warranty or representation, whether oral, written, or otherwise made by or on behalf of

- the DBSA, its officers, employees, or advisers other than any statement, warranty or representation expressly contained in the RFP;
- 35.1.2 it did not use the improper assistance of DBSA's employees or information unlawfully obtained from them in compiling its Bid;
- 35.1.3 it is responsible for all costs and expenses related to the preparation and lodgement of its Bid, any subsequent negotiation, and any future process connected with or relating to the Tendering Process;
- 35.1.4 it accepts and will comply with the terms set out in this RFP; and
- 35.1.5 it will provide additional information in a timely manner as requested by the DBSA to clarify any matters contained in the Bid.

36. DBSA'S RIGHTS

- 36.1 Notwithstanding anything else in this RFP, and without limiting its rights at law or otherwise, the DBSA reserves the right, in its absolute discretion at any time, to:
- 36.1.1 cease to proceed with or suspend the Tendering Process prior to the execution of a formal written contract.
- 36.1.2 alter the structure and/or the timing of this RFP or the Tendering Process;
- 36.1.3 vary or extend any time or date specified in this RFP
- 36.1.4 terminate the participation of any Bidder or any other person in the Tendering Process.
- 36.1.5 require additional information or clarification from any Bidder or any other person;
- 36.1.6 provide additional information or clarification.
- 36.1.7 negotiate with any one or more Bidder;
- 36.1.8 call for new Bid.
- 36.1.9 reject any Bid received after the Closing Time; or
- 36.1.10 reject any Bid that does not comply with the requirements of this RFP.

37. GOVERNING LAWS

- 37.1 This RFP and the Tendering Process are governed by the laws of the Republic of South Africa.
- 37.2 Each Bidder must comply with all relevant laws in preparing and lodging its Bid and in taking part in the Tendering Process.
- 37.3 All Bids must be completed using the English language and all costing must be in South African Rand (ZAR).



Terms of Reference

**SOURCING OF A SERVICE PROVIDER FOR INVOICE TO PAY
SOLUTION/SYSTEM**

1. Introduction

The Development Bank of Southern Africa (the “DBSA” or the “Bank”) primarily plays a key role in the planning, preparation, funding, building and maintenance phases of the infrastructure development value chain. All the value chain components incorporate fundamental administrative activities such as documentation, procurement, and reporting. The diagram below illustrates our infrastructure value chain, numerous services, and key target markets per value chain segments

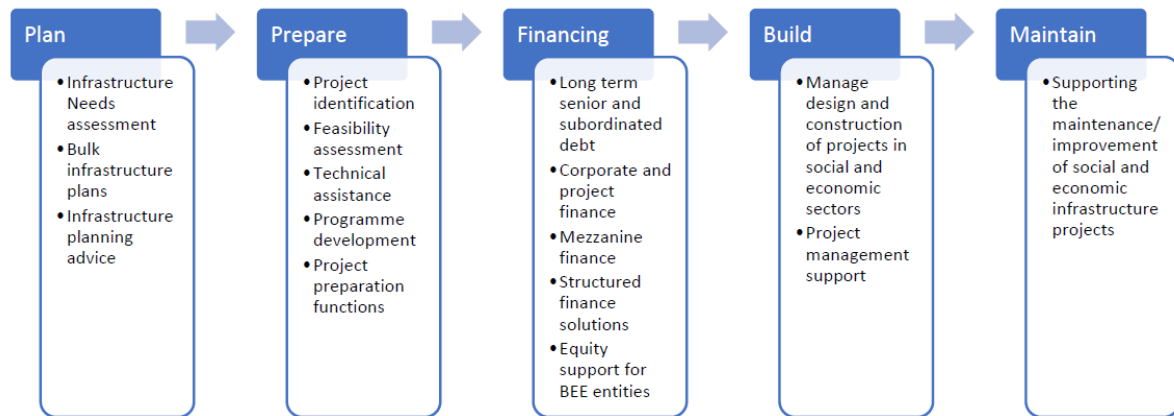


FIGURE 1: DBSA VALUE CHAIN

South Africa has concluded various binational and trade agreements with countries across the continent to support broader regional integration in line with the SADC (Southern African Development Community) Integrated Infrastructure Development Plan, the Programme for Infrastructure Development in Africa (PIDA) and AU (African Union) Africa Agenda 2063. The regional development and integration strategy of the DBSA is aimed at both SADC and the rest of Africa.

1 PURPOSE

The purpose of this document is to detail the Terms of Reference (ToR) for the appointment of a service provider to deliver an Invoice to Pay (I2P) system for the Development Bank of Southern Africa (DBSA). The DBSA aims to enhance its operational efficiency and vendor relationships by implementing a robust I2P system that will replace the current manual process and improve time efficiencies, operational costs, and vendor relationships.

2 BACKGROUND

The DBSA is looking to increase the efficiency and effectiveness of the Bank's invoice payment processes to achieve operational excellence and enhance customer experience. The organisation's current invoice payment process presents opportunities for enhancement, as it involves several manual steps that can lead to inefficiencies. The DBSA seeks to deploy an I2P system that will significantly improve the customer experience, eliminate communication gaps between finance and business units and paper-based workflows, and improve the tracking of invoices. Additionally, the high transaction volumes present an opportunity to streamline and modernise the process. By exploring automation for the invoice payment process to enhance processing efficiency, reduce the potential for errors, and improve the overall vendor payment experience.

3 SCOPE OF WORK

Deliver an I2P System that meets or exceeds the requirements outlined below. In the initial stages, the system should cover at least 80% of the mandatory requirements as outlined in the functional, dashboard, non-functional, and technical requirements sections. A test and Gap analysis phase will then be conducted. The system requirements are categorised into four main types:

1. **Functional Requirements (FR1 - FR35):** These include specific behaviors and capabilities that the system must meet.
2. **Dashboard requirements (DR1 - DR8),** Fall under functional requirements.

3. **Non-functional requirements (NF1 - NF12):** These cover aspects such as performance, usability, and reliability.
4. **Technical Requirements (TR1 - TR32):** These include technical specifications and constraints need to include support and maintenance of the system after deployment.

Each requirement has a serial number(Sr No.). Bidders should use these references in their technical proposals.

3.1 The Functional Requirements (FR) for the I2P process define the specific behaviors and capabilities that the system must have to meet the needs of the business.

Component	Sr No.	Category	Requirements	Mandatory [Yes/No]
	FR1	Invoice Reception & Integration	The system must have the capability to capture claims, statements, invoices, and supporting documents as a central point of submission. Additionally, the system must allow DBSA users to upload documents.	Yes
	FR2		The system must be able to accept an invoice and read its details (e.g., invoice number, VAT number, etc), OCR or any other technology.	Yes
	FR3		The system must integrate with contracting systems to extract vendor data automatically.	Yes
	FR4		The system must have the capability to thoroughly check invoices by cross-referencing the information on the invoice with the information in the contracting systems. This will eliminate the need for rechecking downstream, as invoices will have met DBSA requirements and predefined criteria (e.g., A and B payment release functions).	Yes
	FR5	Checklist and Invoice Evidence	The system must include a checklist of required documents and have the capability to reject an invoice submission by vendor / service providers if the checklist is not complete.	Yes
	*FR6		When a vendor uploads an invoice for a PO with multiple line items, the system should prompt the vendor to select the specific line item(s) that the invoice pertains to from the list of available line items. (e.g., including asset numbers) *	No, but must be configurable against rules.
	FR7		The system must be able to validate and match the amount stated on the	Yes

Component	Sr No.	Category	Requirements	Mandatory [Yes/No]
			payment certificate (potential OCR or interface to secondary system). (e.g., invoices with payment certificates)	
	FR8		Once the claim and statement are checked and approved, the contractor/supplier must receive an email and notification instructing them to upload the invoice using a link on the email, as they do this, the system must automatically update the status of this invoice.	Yes, configurable against rules
	FR9	Approvers notification	The system must be able to receive invoices and automatically notify the relevant invoice approvers upon receipt.	Yes
	FR10		The system must also create a streamlined approval workflow that minimizes handoffs and speeds up the process, through predefined approval criteria.	Yes
	FR11		The system must send out daily reminders to all approvers, reminding them to approve pending items.	No, configurable
	FR12		The system must automatically route exceptions, through a pre-defined workflow.	Yes, configurable based on rules
	*FR13	PO and Budget Control	The system must automatically obtain the PO value or framework order and generate the budget control sheet and update the PO or framework order value as invoices are processed. *	No, budget control sheet can be developed
	*FR14		The system must flag an invoice when the PO value is exceeded and the budget is depleted, using the latest updated value on the budget control sheet on the portal. *	Yes
	*FR15		The system must include a buffer amount such that when the budget is depleted, the system will still allow the invoice to be processed if it is within the buffer amount. *	Yes, based on business process rules which may include approvals
	FR16	Types of Invoices	The system must be able to categorize and handle different types of invoices appropriately within the system, ensuring each type follows the correct processing workflow.	Yes
	FR17	Invoice Number Validation	The system must have the capability to flag any duplicate invoice numbers to prevent duplicate payments.	Yes
	*FR18		The system must have an automated multi-matching of invoices with corresponding PO and service receipt reports which are from different systems. *	TBC

Component	Sr No.	Category	Requirements	Mandatory [Yes/No]
	FR19		The system must flag any discrepancies for manual review and provide tools for easy discrepancy resolution.	Yes
	FR20	Invoice Prioritization	The system must have capabilities to log and prioritize invoices based on importance (Invoice amount, vendor type, invoice date etc.)	No
	FR21	Invoice Status Report	The system must have capabilities to track and monitor invoice status on a dashboard, providing real-time updates and alerts to relevant stakeholders.	Yes
	FR22	Supporting Documents	The system must allow for easy retrieval of supporting documents and link them to the corresponding invoice.	Yes
	*FR25		The system must store supporting documents for a defined period and ensure they are accessible when needed. Alternatively, it should be able to integrate with an existing ECM (Enterprise Content Management) system.	Yes
	FR26	Batch Processing	The system must integrate with SAP to track, match, and highlight batch processing exceptions, providing alerts and resolution steps for rejected invoices.	Yes
	FR27	Client Government Approval Process	Upon receiving an invoice, the finance administrator must have the ability to select the type of invoice to ensure it is routed to the appropriate personnel. (e.g., If an invoice requires client government approval, the administrator should be able to select "client approval request.")	Yes, TBC with business
	FR28		The system must support client-specific workflows and provide real-time status updates. (government type approvals/roles).	Yes, TBC with business
Payment Execution	FR29	Service Receipt	The information from the service receipt must feed into and interface with SAP and the system	Yes, configurable based on business rules
	FR30	Payment Run	The systems must notify the releasers once the payment batch is posted from SAP and ready for release.	No, SAP reliant
	FR31		The system should have rotation selection capabilities. (e.g., Releasers' rotation should be managed within the system to ensure that payment proposals are routed properly, another example of this is in the case of resources being absent.)	Yes

Component	Sr No.	Category	Requirements	Mandatory [Yes/No]
	FR32		The systems must notify releasers on the set time to release payment to allow the next releasers to review and release payment batch before the cut-off times.	Yes, SLA to be defined by business
	FR33		The system should load invoice batches as workflows rather than share them through SharePoint.	Yes
	FR34		The system must notify the treasury to transfer funds to the main account from which the bank will facilitate the payment	TBC (Business to confirm whether this is a recon or just a notification)
	FR35	Automated Remittance Notification	For every successful payment, the system must cross-check the payment details and then generate a remittance advice to be sent to specific individuals based on roles and authority. (e.g., personnel who initiated the service receipt, external supplier, and central email box)	Yes

TABLE 1: FUNCTIONAL REQUIREMENTS

3.2 Dashboard Requirements

In addition to dashboard requirements, this section describes the types of reporting needs, whether directly from the I2P system or through integration with other financial systems or specific DBSA BI-type function reporting systems. These reports are derived from data to produce the required insights.

Insight	SR Nr.	Key Metrics	Visualisations	Mandatory [Yes/No]
Invoice Processing Dashboard	DR1	<ul style="list-style-type: none"> Total invoices processed (monthly/quarterly) Average processing time per invoice Percentage of invoices paid on time Number of invoices pending approval 	<ul style="list-style-type: none"> Trend graphs for invoice processing over time Pie charts showing the distribution of invoices by status (paid, pending, rejected) 	Yes
Budget vs. Actual Report	DR2	<ul style="list-style-type: none"> Budgeted amounts vs. actual spending Variance analysis (over/under budget) 	<ul style="list-style-type: none"> Bar charts comparing budgeted vs. actual spending Heat maps highlighting areas 	Yes, rules to be developed

Insight	SR Nr.	Key Metrics	Visualisations	Mandatory [Yes/No]
		<ul style="list-style-type: none"> Forecasted expenses for upcoming periods 	of significant variance	
Cash Flow Forecasting Report	DR3	<ul style="list-style-type: none"> Projected cash inflows and outflows Net cash position over time Key drivers of cash flow changes 	<ul style="list-style-type: none"> Line graphs showing cash flow trends Waterfall charts illustrating cash flow changes 	No, rules will be provided for development
Supplier Performance Dashboard	DR4	<ul style="list-style-type: none"> Total spend by supplier On-time delivery rates Invoice accuracy rates Spend on BBEEE suppliers and woman owned BBEE (multiple data sources, with validation rules). 	<ul style="list-style-type: none"> Supplier scorecards Comparative analysis of supplier performance 	Yes, based on available data (on time delivery may be excluded)
Expense Analysis Report	DR5	<ul style="list-style-type: none"> Breakdown of expenses by category (e.g., travel, utilities, services) Top 10(variable max) expense categories Trends in spending over time 	<ul style="list-style-type: none"> Pie charts for expense distribution Line graphs for expense trends 	Yes, with configuration
Compliance and Audit Report	DR6	<ul style="list-style-type: none"> Number of compliance issues identified Audit findings and resolutions Percentage of invoices compliant with policies 	<ul style="list-style-type: none"> Bar charts showing compliance trends Dashboards summarizing audit results 	No, audit findings data will not be available
Payment Cycle Time Report	DR7	<ul style="list-style-type: none"> Average time taken from invoice receipt to payment Comparison of payment cycle times across departments 	<ul style="list-style-type: none"> Overall financial health indicators (e.g., profitability, liquidity ratios) Key performance indicators (KPIs) relevant to financial goals 	Yes
Financial Insights Dashboard	DR8	<ul style="list-style-type: none"> Overall financial health indicators (e.g., profitability, liquidity ratios) Key performance indicators (KPIs) relevant to financial goals(e.g. ageing) 	<ul style="list-style-type: none"> Overall financial health indicators (e.g., profitability, liquidity ratios) Key performance indicators (KPIs) relevant to financial goals 	No, data will not be available for this dashboard

TABLE 2: DASHBOARD REQUIREMENTS

3.3. The Non-Functional Requirements (NFRs) for the I2P process are crucial to ensure the system's operational effectiveness, efficiency, and reliability.

Component	Sr No.	Requirements	Mandatory [Yes/No]
System Performance	NF1	The system must process invoices within a specified time frame to meet business needs and flag exceptions.	Yes, within SLA
	NF2	The system must handle peak loads, especially during financial closing periods, without performance degradation.	Yes
Compliance	NF3	The system must comply with data protection laws such as POPIA and GDPR, ensuring that personal and sensitive vendor data is handled securely and only relevant data to be provided based on user roles on the system.	Yes
Availability	NF4	The system must be available during all business hours (to accommodate peak periods), with a high target uptime (e.g., 99.9%), to ensure the system is accessible when needed.	Yes
Scalability	NF5	The system must be scalable to handle increasing volumes of invoices without requiring a complete redesign.	Yes
	NF6	The system must allow for the addition of new users, vendors, transaction volumes and new entities with minimal impact on performance.	Yes
Usability	NF7	The system's user interface must be intuitive (i.e. error messages should clearly state what the problem is without using technical jargon that may confuse the user) and user-friendly, minimizing the learning curve for new users.	Yes
	NF8	The system must provide clear guidance and feedback to users during invoice processing tasks.	Yes
Documentation	NF9	Comprehensive user manuals, system documentation, and operational guides must be provided.	Yes
	NF10	Documentation such as user manuals must be kept up-to-date and accessible to all relevant stakeholders especially during version upgrades	Yes
Training	NF11	Training programs for end-users, administrators, and IT support staff must be made available to ensure effective use of the system.	Yes

Component	Sr No.	Requirements	Mandatory [Yes/No]
	NF12	Ongoing training support for system updates, patches and new features must be made available.	Yes

TABLE 3: NON-FUNCTIONAL REQUIREMENTS

3.4 The Technical Functional Requirements (TR) are specific criteria that define the desired capabilities, features, and behaviours of a system. For the I2P process, these requirements are crucial to ensure the system functions correctly and meets the needs of the users.

Component	Sr No.	Requirements	Mandatory [Yes/No]
Invoice Receipt and Data Capture	TR1	The system must support the electronic receipt of invoices via email, vendor portals, and EDI (which must be compliant with SARS requirements).	Yes
	TR2	The system must include OCR capabilities to extract data from invoices and reduce manual data entry.	Yes
	TR3	The system must validate the extracted data for accuracy and completeness.	Yes
Data Protection and Privacy	TR4	Data encryption must be employed both in transit (as it moves across networks) and at rest (when stored in databases or servers) to prevent unauthorized access and protect sensitive financial information.	Yes
	TR5	Access to sensitive financial data must be controlled through robust authentication mechanisms, including multi-factor authentication where appropriate.	Yes
User Access Management Authentication and Authorisation	TR6	The system must support Role-Based Access Control (RBAC) to ensure users (internal and external) only have access to the information and functions necessary for their role.	Yes
	TR7	Access permissions must be easily configurable by administrators to accommodate changes in staff roles or responsibilities, i.e. Delegation of Authorities (DOA).	Yes
	TR8	Audit logs must be maintained for all user activities within the system and the system itself, providing a trail that can be used for monitoring and investigative purposes.	Yes
	TR9	The system must support Single Sign-On (SSO) capabilities, integrating with DBSA's existing identity providers to streamline user authentication.	Yes

Component	Sr No.	Requirements	Mandatory [Yes/No]
Network and Application Security	TR10	The system must be protected by firewalls, Intrusion Detection Systems (IDS), and Intrusion Prevention Systems (IPS) to guard against external attacks.	Yes
	TR11	Regular security assessments, including penetration testing and vulnerability scanning, must be conducted to identify and remediate potential weaknesses.	Yes
	TR12	Security patches and updates must be applied promptly to ensure the system is protected against known vulnerabilities.	Yes
Data Backup and Recovery	TR13	Regular data backups are required to prevent data loss and enable recovery in case of system failure.	Yes
	TR14	A clearly defined Recovery Point Objective (RPO) and Recovery Time Objective (RTO) is required.	Yes
Disaster Recovery and Business Continuity	TR15	A Disaster Recovery (DR) plan must be in place to ensure the system can be quickly restored in the event of a system failure or data loss incident.	Yes
	TR16	Regular backups of the system data must be performed, and the ability to recover data to a specific point in time must be supported.	Yes
	TR17	Business continuity procedures must be documented and in place to ensure the process can continue to function in the event of a disaster or significant disruption.	Yes
	TR18	The system must have failover mechanisms and redundancy to maintain operations in case of component failures.	Yes
Maintainability and Support	TR19	The system must be easy to maintain, with clear documentation and support from the vendor.	Yes
	TR20	The system must support easy updates and patches to fix issues and add new features.	Yes
	TR21	A clear Service Level Agreement (SLA) should outline the support response times and maintenance schedules.	Yes
	TR22	The system must provide separate environments for development, QA and production to allow the system to be developed, tested, and maintained with minimal disruption to the organization's operations and maximum assurance of quality and stability.	Yes
	TR23	The system must offer customizable reporting and analytics tools (e.g., dashboards) to monitor key	Yes

Component	Sr No.	Requirements	Mandatory [Yes/No]
Reporting and Analytics		performance indicators like processing times, discount capture rates, vendor payment trends, drill-down capability to query specific invoice details, and any other key metrics that are relevant to different stakeholders.	
	TR24	The system must provide comprehensive reporting capabilities to allow for the generation of standard financial reports required for audits and compliance to support internal audits and external regulatory examinations.	Yes
Integration with Financial Systems	TR25	Seamless integration with existing ERP, accounting, middleware and procurement systems to ensure data consistency and streamline the end-to-end process.	Yes
	TR26	The system must support standard data exchange formats and integration protocols for interoperability with other business applications.	Yes
Vendor and Third-Party Security	TR27	If the system involves third-party vendors or cloud service providers, they must adhere to DBSA security standards and requirements.	Yes
	TR28	Contracts with vendors must include security obligations and the right to audit their compliance with the agreed-upon security measures.	Yes
	TR29	Data sharing with vendors must be governed by strict protocols to ensure that vendor access to the system is secure and monitored.	Yes
Vendor Management	TR30	The system must include the capability to extract and use vendor information, including contact details, payment terms, and historical payment data.	Yes
	TR31	The system must support vendor self-service capabilities, allowing vendors to submit invoices and track payment status.	Yes
Support Strategy	TR32	Bidder to describe how the support will be done. Provide support strategy, methodology and approach.	Yes

Change management is also required for the implementation of the new I2P software under the banner of the overarching Digital Transformation journey. A Change Management plan must be defined, documented, and communicated with the affected staff and will include the following components:

Vendor Responsibility:

- i. Leadership alignment: Empower leaders in the business with the resources and content messaging to enable them to guide the organisation through the I2P implementation
- ii. Stakeholder engagement: Identify and analyse key stakeholders, map their influence and impact, and establish tailored engagement strategies for I2P
- iii. Communications: Develop a comprehensive communication plan, using different channels to ensure consistent messaging and support for the I2P initiative
- iv. Change Agent Network: Use the established Change Agent network to encourage buy-in of the I2P initiative; cascade messaging facilitates two-way communication
- v. Business Readiness: Assess change readiness to determine the organisation's preparedness for adoption. Use the insights to identify any inhibiting indicators and create a targeted intervention plan to enhance business readiness and mitigate risks
- vi. Change Impact Assessment: Assess the impact of the changes to each stakeholder group across the people, process and system dimensions. Use the insights from the assessment to create mitigation strategies for major impacts
- vii. Post-Go-Live Support: Monitor adoption levels, provide clear communication and accessible support to ensure a sustained change. The post-go-live support should last for a minimum of 3 to 6 months. This period allows for:
 - Stabilization: Addressing any immediate issues that arise after the system is implemented.
 - User Training: Providing ongoing support as users become familiar with the new system.
 - System Optimization: Fine-tuning the system based on user feedback and operational needs.
 - Transition to Self-Support : Gradually transitioning users to a self-support model, ensuring they have the resources and knowledge to handle minor issues independently, example building out an FAQ specific to DBSA.
 - Provide user support in a prompt and timely fashion to assist with any queries or concerns with regards to the new system
 - Have an implementation strategy with timelines and milestones to ensure an easy transition to the new software
- viii. Provide detailed training material to streamline the onboarding process for new users of the software

4 PREPARATION OF PROPOSAL

Each respondent is required to submit a proposal structured as follows and containing the following information:

1.The proposal must have a table of contents with reference to the following headings:

a)Company Track Record and Experience

b)I2P system requirements

c)Project Implementation Strategy

d)Change Management Strategy

e)Support and maintenance strategy

2.Brief overview of the company profile and relevant experience. This should show the registered office address and the name (s) of the director(s) or partner(s) who will have ultimate responsibility for the management of the contract if awarded.

3.Curricula Vitae of key senior personnel (Director(s)/Partner(s) and other key resources required to carry out the work.

4.Only the CVs of the key personnel are required. Please do not submit generic CVs that do not clearly show the relevant experience required.

5.Any previous/current relationship, if any, with the DBSA or its affiliates

6.A declaration that the professional services provider understands and is qualified and prepared to perform the scope of work as detailed in section 3 (Scope of Work).

The functional proposal should be strictly structured in line with the above point with a content page that shows clearly where the information required has been demonstrated. It is important to follow the above structure. Generic submissions will not be accepted. All submissions should clearly address what has been required.

5 FUNCTIONAL AND TECHNICAL EVALUATION CRITERIA

5.2 The Bids will be evaluated and adjudicated as follows:

Functional evaluation is structured into two stage gates as follows:

a. Stage gate 1: Functional and technical evaluation

A minimum score of 70% (56 points out of 80 points) is required to be considered for stage gate 2 presentations.

b. Stage gate 2: Presentation of the demo system

A maximum of 20 points is allocated for demo system presentations. A minimum score of 70% on the presentation is required (14 points out of 20 points).

A combined overall score of 70% (70 points out of 100 points) is required to progress to the Price and Preference evaluation stage.

Functional and Technical Criteria

5.2.1 The following Functional Criteria will be used to test the capability of Bidders:

STAGE GATE 1: FUNCTIONAL AND TECHNICAL EVALUATION

Sub Criteria	Description	Points breakdown	Total
Company Track Record and Experience	<ul style="list-style-type: none">The bidder must demonstrate the experience and knowledge of delivering an I2P system by providing a summary table showing at least three (3) contactable references of clients and their contact details.Provide summary table, on not more than two (2) pages, clearly showing a list of clients (with contactable references and their contact details) and services provided:<ul style="list-style-type: none">The name of the customerThe scope of work performed for the customerStart and end date for the work doneTechnologies used to deliver the customer scope of work and system requirements.System capacity details.	<p>Poor = 0 points (Minimum three (3) relevant references not provided)</p> <p>Good = 10 points (minimum of 3 relevant references provided)</p>	10

Sub Criteria	Description	Points breakdown	Total
I2P system requirements	<p>Provide a comprehensive response to the scope with regard to the I2P system requirements.</p> <ul style="list-style-type: none"> The system requirements are categorized into three main types: <ul style="list-style-type: none"> 4. Functional Requirements (FR1 - FR35): These include dashboard requirements (DR1 - DR8), which fall under functional requirements. 5. Non-functional requirements (NF1 - NF12): These cover aspects such as performance, usability, and reliability. 6. Technical Requirements (TR1 - TR32): These include technical specifications and constraints. <p>Each requirement has a serial number. Bidders should use these references in their technical proposals.</p>	<p>Poor = 0 points (The system requirements are not aligned to any of the required criteria)</p> <p>Average = 20 points (The system requirements are partially aligned to the required criteria)</p> <p>Good = 35 points (The system requirements are fully aligned to the required criteria)</p>	35
Project Implementation Strategy	<p>Provide a project implementation strategy to deliver the I2P system requirements detailing the following:</p> <p>6.1.1 Project and Client Management: a detailed description of the approach and methodology for managing projects and client relationships.</p> <p>6.1.2 Project Management Team: a detailed description of the firm's project management team, including skills, experience, and capabilities of relevant staff.</p> <p>6.1.3 Project Schedule: a detailed breakdown of all deliverables identified in the Scope of Work, including methods, tools, and timeline to complete the project.</p> <p>In the initial stages, the system should cover at least 70-80% of the mandatory requirements as defined in the functional specifications. A test and Gap analysis phase will then be conducted.</p> <p>The strategy should include a Gantt chart of a detailed project plan. The Gantt chart should include the required time and resources and should be aligned to the proposed cost.</p>	<p>Poor = 0 points (The strategy includes a project and client management strategy, a project management team, and a Gantt chart detailing milestones, timelines, and resources.)</p> <p>Average = 15 points (The strategy does not include either a project and client management strategy, the project management team, or a Gantt chart detailing the milestones, timelines, and resources.)</p> <p>Good = 25 points (The strategy includes a project and client management strategy, the project management team, and a Gantt chart detailing</p>	20

Sub Criteria	Description	Points breakdown	Total
		milestones, timelines, and resources.)	
Change Management Strategy	<p>Provide a comprehensive Training and change management strategy that details the following as outlined in the scope of works:</p> <p>i.Leadership alignment: Empower leaders in the business with the resources and content messaging to enable them to guide the organisation through the I2P implementation</p> <p>ii.Stakeholder engagement: Identify and analyse key stakeholders, map their influence and impact, and establish tailored engagement strategies for I2P</p> <p>iii.Communications: Develop a comprehensive communication plan, using different channels to ensure consistent messaging and support for the I2P initiative</p> <p>iv.Change Agent Network: Use the established Change Agent network to encourage buy-in of the I2P initiative; cascade messaging facilitates two-way communication</p> <p>v.Business Readiness: Assess change readiness to determine the organisation's preparedness for adoption. Use the insights to identify any inhibiting indicators and create a targeted intervention plan to enhance business readiness and mitigate risks</p> <p>vi.Change Impact Assessment: Assess the impact of the changes to each stakeholder group across the people, process and system dimensions. Use the insights from the assessment to create mitigation strategies for major impacts</p> <p>vii.Post-Go-Live Support: Monitor adoption levels, provide clear communication and accessible support to ensure a sustained change</p> <p>viii.Provide detailed training material to streamline the onboarding process for new users of the software</p> <p>ix.Have an implementation strategy with timelines and milestones to ensure an easy transition to the new software</p> <p>x.Provide user support in a prompt and timely fashion to assist with any queries or concerns with regards to the new system</p>	<p>Poor = 0 points (The strategy does not include any of the requirements in the scope of works.)</p> <p>Average = 5 points (The strategy includes some of the requirements in the scope of works.)</p> <p>Good = 10 points (The strategy includes all the requirements in the scope of works.)</p>	5

Sub Criteria	Description	Points breakdown	Total
Support and maintenance strategy	<p>Bidder must describe how the support and maintenance will be done.</p> <p>Provide support and maintenance strategy, methodology and approach.</p> <p>Please note that the bidder must score 7 and above on this category to proceed to the next stage.</p>	<p>10 = Support and maintenance strategy is responsive</p> <p>8 = Above average</p> <p>5 = Below Average</p> <p>0 = Not responsive</p>	10
STAGE GATE 2: PRESENTATION OF THE DEMO SYSTEM			
Stage 2 Presentations – System Demo	<p>Provide a presentation of the proposal and demo according to the following points:</p> <ul style="list-style-type: none"> Functional Requirements (FR1 - FR35): These include dashboard requirements (DR1 - DR8), which fall under functional requirements. Non-functional requirements (NF1 - NF12): These cover aspects such as performance, usability, and reliability. Technical Requirements (TR1 - TR32): These include technical specifications and constraints. 	<p>Poor = 0 point (The presentation is not responsive to any of the required criteria)</p> <p>Average = 10 points (The presentation is responsive to some of the required criteria)</p> <p>Good = 20 points (The presentation is responsive to the required criteria)</p>	20
TOTAL			100

- Bidders who do not score within the minimum required criteria will be disqualified.
- A minimum of 70 points out of 100 for the functional evaluation will qualify the Bid to move on to the next stage of evaluation

6 INFORMATION SUPPLIED BY DBSA

- Access to relevant information and data.
- Access to DBSA personnel, relevant process and documents

7 RESERVATIONS

The DBSA expressly reserves the following rights:

- To appoint more than one service provider.
- To waive any or all irregularities in the proposals submitted.
- To retain the right not to select any Service Provider.

8 INDICATION OF PREFERENCE

The award will be based on the most successful tenderer in terms of technical criteria, BEE and competitive price offer.

9 PROJECT REPORTING REQUIREMENTS

Regular updates on progress at agreed intervals will be required. Key issues identified should be promptly communicated and DBSA will provide all the information required so that the service provider is able to provide the required project deliverables.

10 DURATION OF THE SERVICE

The project duration is expected to be for three (3) years post implementation. Implementation is estimated to be a maximum of 9 months.

11 CONFIDENTIALITY AND INTELLECTUAL PROPERTY

Information contained in this Request for Proposals is confidential and is the property of the DBSA. Similarly, the Bank shall hold all property rights such as copyrights, patents and registered trademarks on matters directly related to or derived from the work carried out through this contract.

ANNEXURE A

PRICING SCHEDULE

(Note: This page must be separated from the pre-qualifying and functional proposal. Failure to separate this, will lead to disqualification of the bid)

This template must be completed in full and included to Pricing Proposal submitted.

The Service Provider must provide their pricing proposal based on the pricing table below. The pricing proposal must be aligned i.e., pricing based on deliverables in the pricing summary must be aligned to pricing based on time & material.

Bidders must quote as per below pricing schedule.

The Service Provider MUST provide their pricing proposal based on the pricing tables below. Failure to adhere to the pricing structure provided without written approval from DBSA Supply Chain Department will lead to price non-conformance.

The pricing should be for a fixed price for delivering the above system integrated into the existing ERP (SAP), inclusive of labour, materials, application, integration etc.

DBSA understands that some systems are licensed by usage whereas others are licensed as a fixed price. The below table should be completed only for those items based on the licensing type, for example either complete yearly license costs and maintenance costs and support costs OR usage costs.

A separate pricing should be provided for the maintenance and / or licensing of the system over a 3-year period, where applicable.

Total Summarised Costs (Rand Incl VAT)				
Deliverable item	Implementation	Year 1	Year 2	Year 3
Deliverable of a invoice to pay system/application	ZAR	N/A	N/A	N/A
Yearly license costs (if applicable)	N/A	ZAR	ZAR	ZAR
Maintenance (if applicable)	N/A	ZAR	ZAR	ZAR
Support (if applicable)	N/A	ZAR	ZAR	ZAR
Usage (if applicable)	N/A	ZAR	ZAR	ZAR

Other description #1				
Other description #2				

CONFIDENTIALITY AND INTELLECTUAL PROPERTY

Information contained in this Request for Proposals is confidential and is the property of the DBSA. Similarly, the Bank shall hold all property rights such as copyright, patents and registered trademarks on matters directly related to or derived from the work carried out through this contract.

Note: This page must be separated from the pre-qualifying and functional proposal. Failure to separate this, will lead to disqualification of the bid)

FORM OF OFFER AND ACCEPTANCE (AGREEMENT)

The Employer, identified in the Acceptance signature block, has solicited offers to enter into a contract in respect of the following services:

RFP008/2026:

The Tenderer, identified in the Offer signature block below, has examined the documents listed in the Tender Data and addenda thereto as listed in the Tender Schedules, and by submitting this Offer has accepted the Conditions of Tender.

By the representative of the Tenderer, deemed to be duly authorised, signing this part of this Form of Offer and Acceptance, the Tenderer offers to perform all of the obligations and liabilities of the consultant under the Contract including compliance with all its terms and conditions according to their true intent and meaning for an amount to be determined in accordance with the Conditions of Contract identified in the Contract Data.

THE OFFERED TOTAL OF THE PRICES INCLUSIVE OF ALL TAXES IS

(in words); ZAR (in figures),

This offer may be accepted by the Employer by signing the Acceptance part of this Form of Offer and Acceptance and returning one copy of this document to the Tenderer before the end of the period of validity stated in the Tender Data, whereupon the Tenderer becomes the party named as the consultant in the Conditions of Contract identified in the Contract Data.

Signature(s)

Name(s)

Capacity

**For the
Tenderer**

(Name and address of organisation)

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

2. Bidder's declaration

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

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

Full Name	Identity Number	Name of State institution

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

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

2.2.1 If so, furnish particulars:
.....
.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract?**YES/NO**

2.3.1 If so, furnish particulars:
.....
.....

3 DECLARATION

I, _____ the _____ undersigned,
(name)..... in submitting
the accompanying bid, do hereby make the following statements that I certify to be true and complete in every respect:

- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium² will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.

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

- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.

SBD 4

- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

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

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

.....
Signature Date

.....
Position Name of bidder

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

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

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

1. GENERAL CONDITIONS

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

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
- the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

1.2 **To be completed by the organ of state**

(delete whichever is not applicable for this tender).

- a) The applicable preference point system for this tender is the **90/10** preference point system.
- b) The applicable preference point system for this tender is the **80/20** preference point system.
- c) Either the **90/10 or 80/20 preference point system** will be applicable in this tender. The lowest/ highest acceptable tender will be used to determine the accurate system once tenders are received.

1.3 Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:

- (a) Price; and

(b) Specific Goals (namely, BBBEE status level of contributor).

1.4 To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

	POINTS
PRICE	80/90
PREFERENCE POINTS	20/10
Total points for Price and Preference Points	100

- 1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.
- 1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

2. DEFINITIONS

- (a) **“tender”** means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) **“price”** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) **“tender for income-generating contracts”** means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) **“the Act”** means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

3.1.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

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

$$\begin{array}{ccc} \mathbf{80/20} & \mathbf{or} & \mathbf{90/10} \\ \mathbf{Ps} = \mathbf{80} \left(\mathbf{1} - \frac{\mathbf{Pt} - \mathbf{Pmin}}{\mathbf{Pmin}} \right) & \mathbf{or} & \mathbf{Ps} = \mathbf{90} \left(\mathbf{1} - \frac{\mathbf{Pt} - \mathbf{Pmin}}{\mathbf{Pmin}} \right) \end{array}$$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

3.2. FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME GENERATING PROCUREMENT

3.2.1. POINTS AWARDED FOR PRICE

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

$$\begin{array}{ccc} \mathbf{80/20} & \mathbf{or} & \mathbf{90/10} \\ \mathbf{Ps} = \mathbf{80} \left(\mathbf{1} + \frac{\mathbf{Pt} - \mathbf{Pmax}}{\mathbf{Pmax}} \right) & \mathbf{or} & \mathbf{Ps} = \mathbf{90} \left(\mathbf{1} + \frac{\mathbf{Pt} - \mathbf{Pmax}}{\mathbf{Pmax}} \right) \end{array}$$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmax = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:

4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations,

which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—

- (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
- (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,

then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.

Table 1: Specific goals for the tender and points claimed are indicated per the table below.

(Note to organs of state: Where either the 90/10 or 80/20 preference point system is applicable, corresponding points must also be indicated as such.)

Note to tenderers: The tenderer must indicate how they claim points for each preference point system.)

The specific goals allocated points in terms of this tender	Number of points allocated (90/10 system) (To be completed by the organ of state)	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (90/10 system) (To be completed by the tenderer)	Number of points claimed (80/20 system) (To be completed by the tenderer)
1	10	20		
2	9	18		
3	6	14		
4	5	12		
5	4	8		
6	3	6		
7	2	4		
8	1	2		
Non-compliant contributor	0	0		

(Note: Bidders are required to submit their BBBEE certificates or sworn affidavits (in the case of EMEs/QSEs) in order to be eligible to claim points)

DECLARATION WITH REGARD TO COMPANY/FIRM

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

4.4. Company registration number:
.....

4.5. TYPE OF COMPANY/ FIRM

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

4.6. I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
 - (a) disqualify the person from the tendering process;
 - (b) recover costs, losses or damages it has incurred or suffered as

a result of that person's conduct;

- (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
- (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
- (e) forward the matter for criminal prosecution, if deemed necessary.

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

RESTRICTED SUPPLIERS

- 1 In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.

Item	Question	Yes	No
4.1	<p>Is the bidder or any of its directors listed on the National Treasury's Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector? (Companies or persons who are listed on this Database were informed in writing of this restriction by the Accounting Officer/Authority of the institution that imposed the restriction after the <i>audi alteram partem</i> rule was applied).</p> <p>The Database of Restricted Suppliers now resides on the National Treasury's website(www.treasury.gov.za) and can be accessed by clicking on its link at the bottom of the home page.</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.1.1	If so, furnish particulars:		
4.2	<p>Is the bidder or any of its directors listed on the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)?</p> <p>The Register for Tender Defaulters can be accessed on the National Treasury's website (www.treasury.gov.za) by clicking on its link at the bottom of the home page.</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.2.1	If so, furnish particulars:		
4.3	<p>Was the bidder or any of its directors convicted by a court of law (including a court outside of the Republic of South Africa) for fraud or corruption during the past five years?</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.3.1	If so, furnish particulars:		
4.4	<p>Was any contract between the bidder and any organ of state terminated during the past five years on account of failure to perform on or comply with the contract?</p>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.4.1	If so, furnish particulars:		

Annexure D

Bidders are required to include, as Annexure F to their Bids, certified copies of all relevant CIPC registration documents listing all members with percentages, in the case of a close corporation

Annexure E

Bidders are required, as annexure G to their Bids, to submit certified copies of the latest share certificates of all relevant companies

Annexure F

Bidders which submit Bids as an unincorporated joint venture, consortium or other association of persons are required to submit, as Annexure H, a breakdown of how the percentage (%) fees and work will be split between the various people or entities which constitute the Bidder.

Annexure G

Bidders are required to include, as Annexure I to their Bids, supporting documents to their responses to the Pre- Qualifying Criteria and Evaluation Criteria.

Where the supporting document is the profile of a member of the Bidder's proposed team, this should be indicated.

Annexure H

[General Conditions of Contract]

PLEASE NOTE THAT ALL BIDDERS ARE REQUIRED TO READ THROUGH THE GENERAL CONDITIONS OF CONTRACT PRESCRIBED BY THE NATIONAL TREASURY. SUCH GENERAL CONDITIONS OF CONTRACT CAN BE ACCESSED ON THE NATIONAL TREASURY WEBSITE.

PLEASE NOTE FURTHER THAT ALL BIDDERS MUST ENSURE THAT THEY ARE WELL ACQUAINTED WITH THE RIGHTS AND OBLIGATIONS OF ALL PARTIES INVOLVED IN DOING BUSINESS WITH GOVERNMENT.

NOTE: All Bidders are required to confirm (*Tick applicable box*) below:

Item	YES	NO
Is the Bidder familiar with the General Conditions of Contract prescribed by the National Treasury?		

Annexure I

Tax Compliant Status and CSD Registration Requirements

ALL PROSPECTIVE BIDDERS MUST HAVE A TAX COMPLIANT STATUS EITHER ON THE CENTRAL SUPPLIER DATABASE (CSD) OF THE NATIONAL TREASURY OR SARS E FILING PRIOR TO APPOINTMENT/AWARD OF THE BID.

REGISTRATION ON THE CSD SITE OF THE NATIONAL TREASURY IS A COMPULSORY REQUIREMENT FOR A BIDDER TO BE APPOINTED, TO CONDUCT BUSINESS WITH THE DBSA. THE ONUS IS ON THE SUCCESSFUL BIDDER TO REGISTER ON THE CSD SITE AND PROVIDE PROOF OF SUCH REGISTRATION PRIOR TO APPOINTMENT/AWARD OF THE BID.

CSD Registration Number:



The Development Bank of Southern Africa has a Zero Tolerance on Fraud and Corruption. Report any incidents of Fraud and Corruption to Whistle Blowers on any of the following:

TollFree : 0800 20 49 33
Email : dbsa@whistleblowing.co.za
Free Post : Free Post KZN 665 | Musgrave | 4062
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