

Compulsory Briefing Session Minutes
Tender: The appointment of a service provider to provide technical support and professional advisory services for the ICT systems development and implementation of digital transformation for the NDA over a period of 24 months
24 March 2022
Microsoft Teams
Time: 10h00

Attendees: Ms Lerato Dhlamini – BSC Member
 Mr Thamsanqa Langa – BSC Member
 Dr Nthabiseng Kraai – BSC Member
 Mr Solly Shingange – BSC Member
 Mr Kesiname Moloi – BSC Member
 Mr Muzi Matsenjwa – BSC Member
 Ms Elizabeth Mngabasha – Secretariat
 Service providers

NO.	ITEM	RESPONSIBLE	ATTACHMENTS
1.	PROCEDURAL MATTERS		
1.1	Opening and Welcome Mr Muzi Matsenjwa opened the meeting, welcomed everybody connected and explained the purpose of the meeting.	Chairperson	
2.	DISCUSSIONS		
2.1	Mr Muzi Matsenjwa went through the commercial requirements of the TORs and highlighted the following: <ul style="list-style-type: none"> ▪ Closing date and time for tender submission is 30 March 2022 at 12:00. ▪ Closing certificate will be posted within 10 working days after closing date and time, on the NDA website. ▪ A two envelope system will be used for commercial and technical requirements ▪ Mandatory documents in Section 18 of the TORs. ▪ Only service providers who joined the compulsory briefing session will be eligible for submitting bids. ▪ Mandatory documents not submitted will lead to disqualification. ▪ Mr Matsenjwa emphasized the importance of including all required mandatory documents. ▪ All SBD documents must be fully completed, dated and signed. ▪ Bidders must make sure that a letter of authority is signed on the bidder's letterhead and submitted in the commercial envelope. ▪ Bidders must capture their contact details (contact number and email address) and company names on the chat box as proof that they attended the compulsory briefing session. 	All	

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2.2	<p>Ms Lerato Dhlamini went through the technical evaluation of the TORs and highlighted the following: -</p> <ul style="list-style-type: none"> • NDA mandated responsibilities. • Background. • Problem statement. • NDA current systems (applications) and service. <p>Mr. Thami Langa continued with the technical evaluation of the TORs and highlighted the following:-</p> <ul style="list-style-type: none"> • Digitilisation objectives. • Guiding principles. • Scope of work. • Deliverables and Outputs. • AD HOC Services (not scorable). <p>Ms Lerato Dhlamini took over Mr. Langa and continued with the actual technical evaluation (section 12) of the TORs as follows:-</p> <ol style="list-style-type: none"> 1. She emphasized on the importance of submitting a completed and signed table (annexure A) of the deliverables as listed in section 10 of the TORs. 2. Experience of the Lead Architecture with contactable references. A CV of not more than five pages should be submitted for the Lead Architecture. A minimum of 2 support team members and provide their CV's as well. 3. The company experience will be reviewed through the reference letters from previous clients. Reference letters that are not on the client letterhead, irrelevant to digitilisation or not signed will not be considered. 4. The proposed Methodology should but not limited to challenges outlined in section 4 to achieve objectives in section 7 of this TORs. The methodology should not be a cut and paste from the website but rather give a clear direction or picture on how the NDA can achieve the digital transformation. 5. Change management plan or approach should reflect effective communication at all levels, risk assessment and training/transfer plan. Bidders should be mindful that the change management plan is not meant for the system users only but should rather target the NDA as a whole. 6. Transition plan should align to the proposed methodology 		

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	7. The technical threshold is set at 80 and any bidder who scores below 80 points on functionality will not be evaluated further.		
3.	CLOSURE		
	Meeting adjourned at 12:00pm		

QUESTIONS & ANSWERS

Questions from Service Providers	Responses from NDA
Service providers wanted clarity on the closing date (timelines)	The closing date is the 30 th of March 2022. The tender is being advertised for 14 days. The 14 days is the full advertisement period. The closing date will not change.
Will the company that will be awarded this tender be eligible to bid for the any consequent work beyond the 24 months?	Logically the service provider which will be awarded this tender will not be eligible to tender for any consequent work related to the digitalisation because this might prejudice other service providers. For the integrity of the process, a bidder cannot be the architect of the system and the implementer as the same time as this will prejudice other bidders by developing a specification that will favour your own solution..
Scope of work and the Intention: In the TORs the NDA referenced section 7.2.1 ' <i>mapped processes and workflows for support and core programme to guide development of the ICT system enhancement, development and integration</i> ', this is also repeated in sections 9.2.4 and 10.10. Regarding the scope, is there any expectation that the service provider must map all processes within the NDA which is what is inferred in the terms of reference which is obviously significant and changes the scope quiet significantly? So what level of process mapping is expected?	The mapping is in relation to the core work which is the depth of the mapping. At NDA we have 4 divisions, we have admin branch which is support services (HR, Finance and so forth), then we have core business which we call programme two and this is where the actual mapping will be happening. There wont be a requirement for in-depthmapping for any other supporting structures/divisions.
There is obviously work to be done around building the digital strategy, the future architect, the change management and roadmap and then there is advisory services. So for example, do you need a couple of days of time from key members to be able to consult on RFP formulation etc, or is there an expectation that they would do that work. This is in consideration of the 24-month period where there would be availability of SM and ES which will have to be costed in and thatcan significantly increase or decrease the cost of the tender. So what is the expectation because it will be one price for the entire tender and again if 75% of that price is made up of an allocation of time for the 24months advisory services it would prejudice the bidder if that time is not utilized.	The assumption is that we will have a service provider which already have these resources within their company or their payroll or whatever the case maybe, which will then be available for these activities when they actually happen. The TORS are structured in such a way that there is a period of the project and then once you finalise the project, then the next step would be providing advisory services to procure the recommended technologies that needs to be in place to enable digital transformation of the NDA. So how one would then more or less cost for such, you will then cost according to the grade of your resources, e.g you would take the rate of your architect and multiply it with the estimated scope of the requirements of work that will be needed in terms of project management, etc, as and when required. In that manner you would be able to adequately allocate enough hours for the duration of the contract. So it

	will be to your advantage to actually have these resources in the payroll of the company because in this case they are internal resources. In short a service provider must charge per rate of the resource provided, e.g. the Lead Architecture, etc.
Service provider wanted to know if the closing date can be extended if possible and also if the recording can be shared with them.	Unfortunately, it will not be possible to extend the closing date. NDA must commit funds as the financial year is ending on 31 March 2022. If we extend any further, we will lose the funding. Minutes will be posted on the website and circulated to all those service providers who attended the briefing session. The recording is for internal consumption
One of the delegate who spoke before asked about to what extent processes need to be mapped and workflows and so forth. And it was answered that in respect of the core business these needed to be mapped fully because this is where the transformation is most going to be focused. Then a comment was made that the support areas or the other divisions that process mapping may need to occur at a high level. So I just want to clarify whether I heard that correctly. Is any process mapping, detailed process mapping only to occur at the core business level or is some level of process mapping also expected but at a higher level to other areas of the business?	It is only expected at high level. Other business units are a support. The detailed mapping will be expected from the Core which is programme 2.
The stated timeline for the assignment is 24 months. With regards to the procurement phase, obviously the procurement will only be initiated after the 24 months assignment. In the event of the service provider being appointed, how does the department manage the process with regards to payments for the service provider's services for the procurement phase beyond the 24 months contractual period?	The expectation is that in around the month of November 2022, that is in 8-10 months, the strategy and architecture would have been presented and approved. At least beginning of December we are expecting to have our first terms of reference to implement the first phase of digitising the operations of the NDA. Then when the project continues you will be participating in drafting those particular specifications, reviewing and participating as a technical advisor, not as a member but as a technical advisor to the other structures like the Bid Evaluation. So you are going to assist the NDA to go through their journey of digital transformation. The first part is project driven and the second part is business needs driven which then gets to be quoted on what I've actually initially said on your rate as per the resources that you will require for that particular services.
If you look at section 10.10 right, the mapping of end to end processes and workflows, enhancement, development – which results in digitilisation, which means that cannot be high level as you explained. If you are looking at the data level on its own it says enhancements which means business process re-engineering and maybe coming to the development of new processes. I think there is a lot of effort that is needed and also a lot of time that is needed on that alone but on other projects on its own it is an assignment that is independent. So what I am saying is that it will need a lot of time.	The core unit or division which we call the COO division, that is where we talk about the core of the NDA that is where the in depth of those level of details, even going to the data is required. Bidders should be mindful of the fact that, remember we spoke about the business model that will change, so therefore still be minor adjustments there in terms of the current business model. What the service providers needs to actually look into is not a huge change or a drastic change, it is a minor change. The NDA website will show you what processes I am talking about. NB: Ms Lerato Dhlamini shared the screen of the website with attendees. So support services will be on a very high

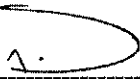
	level and there is nothing to re-engineer.
Is it possible to get a view of the current strategy so that when we respond to the tender we can align to it?	NDA will not advise service providers to go that route because when you look at the current strategy then your methodology will be skewed towards the current strategy yet part of the exercise is then to actually propose in a neutral approach or methodology as to say how do I allow NDA to transit as an organisation that has gone through a turnaround strategy. The strategy will only be shared with the service providers that attended the briefing session, although it might not serve any good as the NDA is going through the turnaround strategy process and the strategy is outdated.

NB: Other additional questions can be submitted in writing to Muzi Matsenjwa.

Additional Comments

- Bidders were requested to ensure that their hard copy documents are properly bound and not stapled in ensuring that no pages are missing.
- They were also requested to capture their details on the chat box for purposes of downloading the attendance register of the briefing session.
- Ms Dhlamini advised the Service providers that if they have sent a written communication and the NDA has not responded, bidders are welcome to call so that the NDA can be able to respond and support them in submitting the proposal.

SIGNED BY THE END USER AND SCM ON BEHALF OF BID SPECIFICATION COMMITTEE MEMBERS AS A TRUE REFLECTION OF THE CONTENT OF THE MEETING:



Mr Muzi Matsenjwa
SCM Unit



Ms Lerato Dhlamini
End User – ICT Unit