

REFERENCE: RFP 0045/2021

REQUEST FOR PROPOSAL

DESCRIPTION:

**APPOINTMENT OF A PANEL OF SERVICE PROVIDERS FOR
DEBT COLLECTION AND RELATED SERVICES**

DATE ISSUED: 06 MAY 2022

CLOSING DATE: 02 JUNE 2022, 11H00

TENDER BOX:

LEHAE LA SARS, HEAD OFFICE

299 BRONKHORST STREET

NIEW MUCLENEUK

PRETORIA

0181

TABLE OF CONTENTS

1	INTRODUCTION	3
2	OVERVIEW OF SARS	3
3	PURPOSE OF THIS REQUEST FOR PROPOSAL (RFP)	5
4	LEGISLATIVE FRAMEWORK OF THE BID	7
5	BRIEFING SESSION	7
6	DURATION OF CONTRACT	7
7	APPOINTMENT TERMS	7
8	TIMELINE OF THE BID PROCESS	8
9	CONTACT	9
10	SCOPE OF WORK / SPECIFICATION	9
11	SARS REQUIREMENTS FROM THE BIDDERS / BIDDERS RESPONSE	12
12	DUE DILIGENCE	14
13	TECHNICAL COMPLIANCE CHECKLIST	14
14	CENTRAL SUPPLIER DATABASE (CSD) REGISTRATION	14
15	INSTRUCTIONS TO BIDDER(S)	15
16	EVALUATION AND SELECTION CRITERIA	16
17	FINANCIAL STATEMENTS	22
18	AGREEMENTS	23
19	SPECIAL CONDITIONS OF THIS BID	25
20	SARS REQUIRES BIDDER(S) TO DECLARE	26
21	CONFLICT OF INTEREST, CORRUPTION AND FRAUD	26
22	MISREPRESENTATION DURING THE TENDER PROCESS AND LIFECYCLE OF THE CONTRACT	27
23	PREPARATION COSTS	27
24	INDEMNITY	28
25	PRECEDENCE	28
26	LIMITATION OF LIABILITY	28
27	TAX COMPLIANCE	28
28	NATIONAL TREASURY	28
29	GOVERNING LAW	28
30	RESPONSIBILITY FOR BIDDER'S PERSONNEL	29
31	SECURITY VETTING OF SUCCESSFUL BIDDER	29
32	CONFIDENTIALITY	29
33	INTELLECTUAL PROPERTY	29
34	SARS PROPRIETARY INFORMATION	30
35	ANNEXURE A1 – TECHNICAL COMPLIANCE CHECKLIST	30
36	ANNEXURE A2 – TECHNICAL EVALUATION SCORECARD	30
37	ANNEXURE A3 – DEBT RECOVERED	30
38	ANNEXURE B – PRICING SCHEDULE	30
39	ANNEXURE C1 – INFORMATION SECURITY SELF-ASSESSMENT	30
40	ANNEXURE C2 – INFORMATION SECURITY RISK ASSESSMENT	30

1 INTRODUCTION

The Strategic Plan 2020 - 2024 presents an inspirational vision to build “a smart modern SARS, with unquestionable integrity, trusted and admired”. It sets out a clear Strategic Intent “to follow the internationally recognized approach of Voluntary Compliance”, and further translates this intent into nine clear strategic objectives. To deliver this, we need to build administrative and institutional capability that has integrity and serves the public beyond reproach.

2 OVERVIEW OF SARS

Our Mandate

The South African Revenue Service Act, 1997 (Act No. 34 of 1997), enables SARS to:

- Collect all revenue due;
- Ensure optimal compliance with Tax and Customs legislation; and
- Provide a Customs service that optimises revenue collection, protect our borders and facilitate legitimate trade.

The primary legislation that SARS administers includes:

- Income Tax Act, 1962 (Act No. 58 of 1962);
- Customs and Excise Act, 1964 (Act No. 91 of 1964);
- Value-Added Tax Act, 1991 (Act No. 89 of 1991);
- Tax Administration Act, 2011 (Act No. 28 of 2011); and
- Employment Tax Incentive Act, 2013 (Act No. 26 of 2013).

How We Fulfil Our Mandate

SARS Compliance Theory and Philosophy

In our context, compliance refers to the degree to which taxpayers and traders fulfil their tax obligations required in law (namely registration, filing, declaration, payment and deregistration), when and as required. This includes making requisite disclosures and payments fully and honestly.

In the fulfilment of our legislative mandate, the main work of SARS is to ensure taxpayer and trader compliance. This is expressed as the SARS Compliance Programme, which we review and prepare as part of our Annual Performance Plan.

Our aim is to engage with society in a way that earns public confidence and trust, while fostering a willingness to fulfil its obligations. Voluntary compliance refers to society fulfilling their obligations with minimal prompting by SARS. We achieve this when we believe that most taxpayers and traders are honest and simply want to fulfil their obligations with the least amount of effort and cost. We therefore, strive to promote a culture where compliance is viewed as a positive social contribution.

The behaviour of taxpayers and traders may range from willing and intentional compliance to non-compliance largely because of a lack of knowledge or means. We are also aware though, that some taxpayers and traders consciously choose not to comply and will engage in aggressive planning or even criminal behaviour. SARS is of the view that at the extremes, a certain number of people will always do the right thing, whilst a certain number will always do the wrong thing. Most people fit between these two extremes; in that they will do the right thing if the circumstances are right for them, but will choose not to comply if they believe they would get away without consequence. SARS will, therefore, seek to move as many taxpayers and traders as possible, up the continuum to be more willing to comply voluntarily.

We will achieve voluntary compliance when everyone is aware of their tax obligations (clarity and certainty), it is reasonably easy and less costly to meet these obligations (ease of compliance), and when there's a credible threat of detection and consequences for those who do not to comply with their obligations (detection and costly non-compliance). To deliver this, we need to build administrative and institutional capability that has integrity and serves the public beyond reproach.

Strategy over the five-year planning period

SARS Higher Purpose

Our work enables Government to build a capable State, to foster sustainable economic growth and social development that serves the wellbeing of all South Africans.

Our Strategic Intent

Our mandate is to collect all revenue due; ensure optimal compliance with tax and customs legislation; provide a customs service to optimise revenue, border protection and facilitate legitimate trade. To give effect to our mandate, our Strategic Intent is to develop a Tax and Customs system based on Voluntary Compliance.

Our Vision

It is our Vision to build a smart modern SARS with unquestionable integrity that is trusted and admired.

Our Strategic Objectives

In support of our Strategic Intent and giving effect to our compliance philosophy, we have identified and committed to achieving nine (9) Strategic Objectives to guide and inform our efforts and decisions, and focus our resources over the course of this planning cycle. Our nine (9) Strategic Objectives are as follows:

- Provide Clarity and Certainty for taxpayers and traders of their obligations.
- Make it easy for taxpayers and traders to comply with their obligations.
- Detect taxpayers and traders who do not comply and make non-compliance hard and costly.
- Develop a high performing, diverse, agile, engaged, and evolved workforce.
- Increase and expand the use of data within a comprehensive knowledge management framework to ensure integrity, derive insight and improve outcomes.
- Modernise our systems to provide digital and streamlined online services.
- Demonstrate effective resource stewardship to ensure efficiency and effectiveness in delivering quality outcomes and performance excellence.
- Work with and through stakeholders to improve the tax ecosystem.
- Build public trust and confidence in the tax administration system.

The Values we hold dear are:

Endeared by a sense that we serve a Higher Purpose in the service of South Africans, and committed to the fulfilment of our Mission and Mandate, we hold the following values dear:

- Uncompromising regard for Taxpayer Confidentiality.
- Unquestionable Integrity, Professionalism and Fairness.
- Exemplary Public Service.
- Incontestable insights from Data and Evidence.

3 PURPOSE OF THIS REQUEST FOR PROPOSAL (RFP)

The purpose of this request for proposal is to solicit bids from potential service providers, hereafter referred to as bidder(s) for the appointment of a panel of Service Providers for debt collection and related services. The pre-approved list of Service Providers will be used to collect overdue debt and perform related activities, subject to funds availability and as and when the services are required by SARS.

Minimum requirements of a Bidder

Bidders **must** submit all necessary documentation as follows:

- Debt Collection firms **must** submit valid proof of registration with the Council of Debt Collectors of the Firm, Directors/Members, as well as all debt collectors envisaged to work on this tender.
- Attorney firms **must** submit proof of:
 - Good Standing with the Legal Practice Council of South Africa for all the Attorneys of the bidding entity, who will render the services to SARS, as contemplated in this tender; and
 - Fidelity Fund certificate/s of all the Attorneys of the bidding entity, who will render the services to SARS, as contemplated in this tender.

Bidders are also required to **confirm in writing** that:

- a. the Bidder has Multiprotocol Label Switching (MPLS) line to Internet solutions required for Connect Direct, Secure FTP for bulk data, and Web Service for real time update; **OR**
- b. the Bidder is willing to obtain and implement Multiprotocol Label Switching (MPLS) line to Internet solutions required for Connect Direct, Secure FTP for bulk data, and Web Service for real time update.

N.B.: The written confirmation **must** be on a company letterhead and signed by the duly authorised representative of the Bidder.

Bidders to note the following:

- Security Certificates will be required for Connect Direct and paid for by SARS. Secure FTP and Web Services uses TLS for security, so no certificates are required.
- Encryption is done on protocol level for all technologies, so no further encryption is required.
- Bidders to refer to link below that describes how to configure users for Connect Direct setup on eFiling:

<https://www.sars.gov.za/wp-content/uploads/Ops/Guides/GEN-ENR-01-G01-Guide-for-the-submission-of-third-party-data-using-the-connect-direct-channel-External-Guide.pdf>

The RFP incorporates, as far as possible, the tasks and responsibilities of service providers for the provision of debt collection and related services.

This bid does not constitute an offer to do business with SARS, but merely serves as an invitation to bidders to facilitate a requirements-based decision process.

4 LEGISLATIVE FRAMEWORK OF THE BID

4.1 TAX LEGISLATION

Bidders should be familiar with all tax laws applicable in the Republic of South Africa and should fully comply with such laws.

4.2 PROCUREMENT LEGISLATION

SARS has a detailed evaluation methodology premised on Treasury Regulation 16A3 promulgated under Section 76 of the Public Finance Management Act, 1999 (Act No. 1 of 1999), the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003), as well as the SARS Preferential Procurement Internal Policy, Bidders can access SARS Preferential Procurement Internal Policy.

4.3 TECHNICAL LEGISLATION AND/OR STANDARDS

Bidder(s) should be cognisant of all legislation and/or standards specifically applicable to the services. Bidder(s) should note further that processing of personal information shall be dealt with in accordance with the prescripts of the Protection of Personal Information Act, 2013 (Act No.4 of 2013) [hereinafter “the Act”] and for the purposes of the services it will render to SARS, is regarded as an “operator” as defined in the Act. As such, the Successful Bidders are required to specifically take note of and adhere to sections 20 and 21 of the Act.

5 BRIEFING SESSION

A non-compulsory virtual briefing session will be facilitated on 11 May 2022 at 12:00 – 13:00. Bidder to click on the link in order to join the briefing session. [Click here to join the meeting](#)

6 DURATION OF CONTRACT

Successful Bidders will be appointed to the panel for a period of eighty-four (84) months on an “as and when required” basis.

7 APPOINTMENT TERMS

SARS does not guarantee that Successful Bidders will receive Service Requests during their appointment term. As and when required, SARS may issue Service Requests to a Successful Bidder provided that,

- The Successful Bidder has successfully tested the MPLS line, Connect Direct or Secure FTP for bulk

data and Web Service for real time update with SARS.

- SARS successfully conduct site inspections and assess the Bidder's Information Security posture. SARS will use the SARS' Risk Model to determine a Bidder's risk profile. In determining the information security profile, SARS will utilise the matrix for analysis as specified in Annexure C2: Information Security Risk Assessment. Successful Bidder must fall within SARS acceptable risk level of one (1) to nine (9).

During the lifecycle of the Master Service Agreement (MSA), Successful Bidders must ensure that:

- Their registration status with the Council of Debt Collectors or good standing with the Legal Practice Council of South Africa is valid throughout the duration of the appointment period.
- They remain compliant to SARS Information Security standard. SARS retains the right to perform verification of a Bidders Information Security compliance status "as and when" required.

Note: Failure to comply with the above stated requirements may result in termination of services and removal from the panel.

8 TIMELINE OF THE BID PROCESS

The validity period for the tender and withdrawal of offers, after the closing date and time, is one hundred and eighty (180) days.

The project timeframes of this bid are set out below:

Activity	Date Due
Advertisement of Bid in the: - SARS website; - eSourcing; and - National Treasury Tender Portal.	06 May 2022
Distribution of Bid documents on SARS website	06 May 2022
Non-compulsory virtual briefing session	11 May 2022 at 12:00 to 13:00
Closing date for questions relating to RFP from Bidder(s)	24 May 2022
Closing Date	02 June 2022
Notice to bidders	*October 2022

*Please note that this date is subject to change.

All times given in this bid are South African Standard Time.

Any time or date in this bid is subject to change at SARS' discretion. A reference to a time or date in this bid does not create an obligation on the part of SARS to take any action, or create any right in any way for any bidder to demand that any action be taken on that specific date or at that specific time. The bidder accepts that, if SARS extends the deadline for bid submission (the closing date) for any reason, the requirements of this bid will otherwise apply equally to the extended deadline.

9 CONTACT

A nominated official of the Bidder(s) can make enquiries in writing, to the specified person, Mr Andre Taljaard (Procurement Tender Office) via email TenderOffice@sars.gov.za and copy rft-professionalservices@sars.gov.za. Bidders must reduce all telephonic enquiries to writing and send same to the above email addresses.

10 SCOPE OF WORK / SPECIFICATION

10.1 BACKGROUND

SARS Vision 2024 aims to build a smart modern SARS with unquestionable integrity that is admired and trusted by peers and the public. The strategic intent is to promote voluntary compliance by making it easy and less costly for taxpayers to comply and regularise their tax affairs on one hand, whilst making it hard and costly for those that wilfully do not want to comply.

Compliance has four pillars i.e. registration, declaration, filing and payment. It is the last pillar that enables SARS to deliver on its mandate of collecting all revenue due to enable government to build a capable state for the benefit of all South Africans. Non-payment of taxes is a major driver of low compliance culture and threatens fiscal sustainability and attainment of maximum voluntary compliance strategic intent.

SARS is currently unable to collect old debt and new debt earlier in the collection cycle, resulting in an increase in recoverability risks. The business need is to find a practical approach to release capacity to collect on ring-fenced receivables and bring the overall debt book under control.

10.2 SCOPE OF SERVICES

SARS is heightening its focus on receivables management for old accounts, as well as new accounts before these accounts age and become difficult to collect. Data, behavioural sciences and technology is being

extended and enhanced to tailor and direct impactful collection strategies using automation, internal resources, and external partners.

The scope of outsourcing covers all tax debt in pursuit, which is defined as accounts that are overdue, not subject to any binding agreement (i.e. unsecured), and not subject to an on-going dispute. Accounts are categorised broadly as follows:

- Debt in pursuit aged as 0-12, 13-24, 25-48 and >48;
- Accounts that are untraceable and/or no longer operational aged as 0-12, 13-24 and >24; and
- Accounts flagged for temporary write-off.

Note: SARS' debt book may not be sold to other debt collection agencies or be sub-contracted to a party not appointed by SARS.

The following functions are required to be performed by the appointed bidders:

10.2.1 Collection Process

The Successful Bidder(s) will conduct a collection process as follows:

- 10.2.1.1 Communicate to the debtor that his/her account has been handed over.
- 10.2.1.2 Where the debtor has not responded, issue a formal final demand which should include the amount outstanding and outstanding returns.
- 10.2.1.3 Where the debtor wants to apply for a deferral of payment arrangement or a compromise, the case must be referred back to SARS, as per the prevailing process that SARS requires.
- 10.2.1.4 Where the debtor intends to dispute the debt and apply for suspension of obligation to pay, inform the debtor to submit the objection via e-filing. Obtain proof of such objection and confirm with SARS. Obtain fully completed application for suspension of obligation to pay and provide same to SARS for consideration. Collection action on any case where an application for suspension of obligation to pay has been received to be stayed until SARS notifies otherwise.
- 10.2.1.5 Where a debtor indicates liquidation / sequestration / deceased and/or business rescue, notify SARS immediately and stay all collection action.
- 10.2.1.6 Add additional information or economic activities to the case electronically in a manner and format prescribed by SARS. This may include, but is not limited to, business and/or spouses' activities, information obtained of economic activity such as trading in a new business, employment status of debtor, assets and proof of ownership, compliance behaviour of the debtor, and any new contact information and/or address details obtained plus source used.
- 10.2.1.7 Cases with no or incorrect contact details will be referred back to their tracing department to trace and code. The tracing actions will be uploaded to the system to ensure that any new information is

captured and can be used. Unsuccessful actions will also be uploaded in order to provide the details required to prove a case is untraceable and therefore uncollectable.

10.2.1.8 *Ad-hoc* instructions / requests as SARS may require.

10.2.1.9 Successful Bidders must ensure that debtors make payment towards their outstanding debt into a designated SARS bank account, as communicated to Successful Bidders by SARS.

SARS reserves the right to recall a Service Request or any particular case in a Service Request at any point in time.

10.2.2 Reports

SARS will expect the following as minimum requirements for the reports:

10.2.2.1 A weekly report to be generated with a breakdown of the cases to individual level, in a manner and format prescribed by SARS, detailing the concluded processes with time and dates.

10.2.2.2 Any new addresses obtained plus source used.

10.2.2.3 Actions taken on the account, the number of each action and supporting documentation, where applicable

- a) Letter;
- b) Trace;
- c) Call(s);
- d) Meeting(s);
- e) Payment arrangement;
- f) Payment promise;
- g) Finalised and handed back;
- h) Returns promised;
- i) Returns collected;
- j) Taxpayer Disputes Debt;
- k) Taxpayer request SOP (suspension of payment); and
- l) Taxpayer request S200 (compromise).

10.2.2.4 Case handed to SARS for action on queries

- a) Date handed to SARS;
- b) Date returned from SARS; and
- c) Number of days with SARS.

10.2.2.5 Cases uncollectable and reasons for thereof

10.2.2.6 Untraceable

- a) Steps taken to trace; and
- b) Sources validated.

10.2.2.7 Information obtained of economic activity e.g.

- a) Trading in a new business;
- b) Assets and proof of ownership; and
- c) Any other relevant information legally obtained.

10.3 TECHNICAL SUPPORT STAFF

The Bidder must provide sufficient staff members who will be allocated to the project for technical support and interactions with SARS. Competencies of the allocated staff members must include but not be limited to:

- Excellent customer service and communication skills;
- Strong time management skills;
- Ability to handle multiple tasks and assignments at once;
- Ability to deal with performance reporting;
- Technical competencies surrounding technology and process; and
- Basic Tax Knowledge and Accounting.

10.4 FEES AND PAYMENT

- Bidders must propose a flat fee (commission), inclusive of VAT, as a percentage of the debt recovered. The fee must not exceed SARS' affordability of between 3.5 – 10% (three point five to ten percent).
- Bidders must note that post award, SARS will be reviewing agreed percentage commissions for escalation every two (2) years with bidders that are on the panel.
- Successful Bidders will be expected to recover a significant portion of the debt and are requested to provide an all-inclusive cost as a percentage per amount collected. The collection commission amount per debtor account is capped at an amount of R 100 000.00 over its lifecycle.
- Bidders are expected to specify the commission rate charged per successful collection. SARS will not pay any upfront cost to the appointed service providers to assist with the project take-off overheads. Bidders will only be paid a collection fee (commission) and will not charge a fee to the debtors.
- Payments will only be made on the percentage of the money recovered.

11 SARS REQUIREMENTS FROM THE BIDDERS / BIDDERS RESPONSE

Bidders are required to submit their response to all the information requested in this paragraph.

11.1 Company Profile

Provide:

- a) Company profile and clearly indicate-
 - Company's years of experience in providing debt management services; and
 - Infrastructure to be able to communicate with SARS whether the SARS team is working remotely or in the office (by having e.g. laptops, tablets, cell phones and systems in place to connect virtually e.g. zoom, Ms teams and WebEx) to render the services;
- b) Minimum of 3 clients in the last 3 years;
- c) Minimum of 20 contact centre seats;
- d) Amount of time required by the bidder to commence with the services once appointed; and
- e) Full details of the Director reporting directly to the COO/CEO (dedicated Account Manager), who will attend regular supplier review meetings between the bidder and SARS. The bidder must provide a Curriculum Vitae (CV) of the Account Manager which includes but is not limited to:
 - Names and contact details;
 - Level of seniority;
 - Minimum of five (5) years of experience; and
 - Qualifications (NQF 8) and provide a certified copy thereof.

11.2 Testimonials

11.2.1 Provide testimonials from at least three (3) contactable clients for whom similar services have been provided to in the past five (5) years. The information provided for each client must include:

- a) Client name;
- b) Contact person, phone number and the company's business address;
- c) Description of debt collection services rendered;
- d) State nature of account (collection against consumers, businesses, industry i.e. local government/credit providers etc.); and
- e) Level of satisfaction (indicate good, average or poor).

11.2.2 Bidder is required to complete Annexure A3 by providing the following:

- a) Client Name;
- b) Debt book value;
- c) Debt book volume; and
- d) Amount collected.

Note: The clients listed in Annexure A3 must be the same clients provided in paragraph 11.2.1 above.

Please note: SARS may contact the clients for a reference check. It is therefore important to ensure that

the clients listed in the schedule are contactable.

11.3 Collection Process, Technology and Reporting

Bidder to provide:

- Collection process implemented by the bidder in ensuring that debt is collected efficiently and ethically. The collection process includes but is not limited to: process and tools covering the cleansing of data, data manipulation tools, tracing tools, account management system, outbound call system, inbound with voicemail and other tools, call recording system, quality control system and document management system, performance management system, steps and touch times concluded.
- Indicate that their processes are efficient i.e. with a maximum of two (2) months Turn-Around-Time.
- Indicate frequency of monitoring and reporting.

11.4 Information Security Assessment

11.4.1 Information Security Self-Assessment

Bidders are required to complete **Annexure C1: Information Security Self-Assessment** and submit the document together with the proposal.

12 DUE DILIGENCE

SARS reserves the right to carry out due diligence with any aspect of the project.

13 TECHNICAL COMPLIANCE CHECKLIST

Bidder(s) are required to complete the compliance checklist, as outlined in Annexure A1, to guide the SARS evaluators where to find their technical responses.

14 CENTRAL SUPPLIER DATABASE (CSD) REGISTRATION

Foreign Suppliers who have no presence in South Africa currently are not required to register on CSD however should such entities be successful in winning the award, they will be expected to register on the Central Supplier Database. All other local suppliers or foreign suppliers that have local presence at the time of tendering are expected to abide by the following provisions. CSD can be accessed via the following link: <https://secure.csd.gov.za/>.

Service providers and suppliers who wish to render services to SARS will no longer register at SARS directly. Suppliers will have to register on National Treasury Central Supplier Database (CSD) as per National Circular No. 4A of 2016/2017 – Central Supplier Database.

National Treasury will maintain the database for all suppliers for Government and its institutions; and all existing and prospective suppliers are requested to register on the CSD by accessing the National Treasury website at www.CSD.gov.za.

15 INSTRUCTIONS TO BIDDER(S)

- 15.1 Bids must be properly packaged and deposited on or before the Closing Date and time in the tender box situated at the main entrance of the:

Lehae La SARS - Head Office
SARS Tender Box
299 Bronkhorst Street
Nieuw Muckleneuk
Pretoria
0181

- 15.2 Bid documents may also be posted to, Lehae La SARS, SARS tender box, 299 Bronkhorst Street, Nieuw Muckleneuk, Pretoria, 0181.
- 15.3 Bid documents will only be considered if received by SARS **before** the Closing Date and time, regardless of the method used to send or deliver such documents to SARS and Bid documents must also be uploaded to the SARS e-Sourcing portal. In this regard, bidders must go to the SARS website to access the link and register on <https://www.sars.gov.za/procurement/esourcing/>
- 15.4 Late bids **will not** be accepted and shall be returned to Bidder(s).
- 15.5 The Bidder(s) are required to submit two (2) copies of each file (original and duplicate) and a USB with the contents of each file.
- 15.6 Each file and USB must be **marked correctly and sealed separately** for ease of reference during the evaluation process. Pricing information should not be included in the Technical file. Furthermore, the file and information in the USB must be labelled and submitted in the following format:

FILE 1 (ONLY TECHNICAL PROPOSAL)	
Exhibit 1 <ul style="list-style-type: none"> • Pre-qualification documents (SBD documents and others) • 3 years audited Financial Statements 	Exhibit 2 <ul style="list-style-type: none"> • Bidder's Compliance Checklist for the Technical Evaluation (Annexure A1) • Bidder's technical responses to Annexure A2 and supporting documents to paragraph 11. • Bidder's completed Annexure A3
Exhibit 3 <ul style="list-style-type: none"> • Any supplementary / additional information as part of technical response, inclusive of Annexure C. 	Exhibit 4 <ul style="list-style-type: none"> • General Conditions of Contract (GCC) • Draft Master Services Agreement (Bidders to indicate their acceptance)
FILE 2 (ONLY PRICE AND BEE PROPOSAL)	
Exhibit 1 <ul style="list-style-type: none"> • B-BBEE Certificate • SARS' Preference Point Claim Form 	Exhibit 2 <ul style="list-style-type: none"> • Pricing Schedule / Rate Card
Note: SARS request that bidders use Lever Arch files to package their proposals.	

16 EVALUATION AND SELECTION CRITERIA

SARS has set minimum standards (Gates) that bidder(s) must meet in order to be evaluated and selected as a Successful Bidder. The minimum standards consist of the following:

- **Pre-Qualification Criteria (Gate 0)** – Bidder(s) must submit all documents, as outlined in paragraph 16.1 below.
- **Pre-technical (Mandatory Requirements) (Gate 1)** – Bidder(s) must submit all documentation, as outlined in paragraph 16.2 below.
- **Technical Evaluation Criteria (Gate 2)** – Bidder(s) will be evaluated out of 100 points for functionality. The detailed process for the technical evaluation is outlined in paragraph 16.3 below.
- **Price and B-BBEE Evaluation (Gate 3)** – This will be evaluated out of 10 points. Price will be evaluated out of 0 and B-BBEE 10 points. The process is outlined in paragraph 16.4 below.

16.1 Pre-Qualification Criteria – Gate 0

Without limiting the generality of SARS other critical requirements for this bid, a bidder(s) must submit the

documents listed in **Table 16A** below. All documents **must** be completed and signed by the duly authorised representative of the prospective bidder(s). A bidder's proposal may be disqualified for non-submission of any of the documents.

Table 16A: Documents that must be submitted for Pre-qualification

Name of the document that must be submitted	Non-submission may result in disqualification
Invitation to bid – SBD 1	YES – Complete and sign the supplied pro forma document.
Tax Compliance status pin	YES – Submit Tax Compliance status pin.
Central Registration Report (Central Database System) from National Treasury	YES – Bidders must register on Central Database System and submit the Report as confirmation of registration.
Pricing Schedule / Rate Card – Annexure B	YES – Complete and sign the supplied pro forma document.
Declaration of Interest – SBD 4	YES – Complete and sign the supplied pro forma document.
SARS Preference Point Claim Form	YES – Complete and sign the supplied pro forma document.
SARS' Oath / Affirmation of Secrecy	YES – Complete and sign the supplied pro forma document in the presence of a Commissioner of Oaths and initial every page.
General Conditions of Contract (GCC)	YES – Sign the supplied GCC.
Supplier cost and risk assessment questionnaire	NO – Complete and sign the supplied pro forma document.
Bidder Compliance Checklist Form for Technical Evaluation (Annexure A1)	NO – Complete to assist with ease of reference during evaluation.
Financial Statements	NO – Bidders are required to submit complete sets of audited or reviewed annual financial statements for the three (3) most recent financial periods in the name of the bidding entity.

16.2 Pre-technical (Mandatory Requirements) – Gate 1

Only Bidder(s) that have met the pre-qualification criteria mentioned in Table 16A will be evaluated for compliance with the Mandatory Requirements.

Table 16B: Mandatory Requirements

Mandatory Requirements	Non-compliance with stated below WILL result in disqualification
Debt Collection firms must submit valid proof of registration with the Council of Debt Collectors for the Firm, Directors/Members, as well as all debt collectors envisaged to work on this tender.	YES – Submit certified copies of a valid certificate from the Council of Debt Collectors for each proposed staff member.
Attorney firms must submit proof of:	
<ul style="list-style-type: none"> Letter of Good Standing 	YES – Submit certified copies of a valid Letter of Good Standing with the Legal Practice Council of South Africa for all the Attorneys of the bidding entity, who will render the services to SARS, as contemplated in this tender.
<ul style="list-style-type: none"> Fidelity Fund Certificate 	YES – Submit a certified copy of a valid Fidelity Fund Certificate/s of all the Attorneys of the bidding entity, who will render the services to SARS, as contemplated in this tender.
<p>Bidders are also required to confirm in writing that:</p> <ul style="list-style-type: none"> the Bidder has Multiprotocol Label Switching (MPLS) line to Internet solutions required for Connect Direct, Secure FTP for bulk data, and Web Service for real time update; OR the Bidder is willing to obtain and implement Multiprotocol Label Switching (MPLS) line to Internet solutions required for Connect Direct or Secure FTP for bulk data, and Web Service for real time update. <p>N.B.: The written confirmation must be on a company letterhead and signed by the duly authorised representative of the Bidder.</p>	<p>YES – Submit writing confirmation that:</p> <ul style="list-style-type: none"> the Bidder has Multiprotocol Label Switching (MPLS) line to Internet solutions required for Connect Direct, Secure FTP for bulk data, and Web Service for real time update; OR the Bidder is willing obtain and implement Multiprotocol Label Switching (MPLS) line to Internet solutions required for Connect Direct or Secure FTP for bulk data, and Web Service for real time update. <p>Written confirmation must be on a company letterhead and signed by the duly authorised representative of the Bidder</p>

Note:

- A tender that fails to meet any mandatory criteria stipulated in the tender documents will result in the **immediate disqualification** of a Bidder.
- Bidders must note that if the bidding company submits a valid certificate from the Council of Debt Collectors in the name of the bidding company, including certificates of individual debt collectors and some of the certificates for its debt collectors are not valid, then the debt collectors without valid

certificates will not be considered for the purposes of the tender.

16.3 Technical Evaluation (Gate 2) = 100 Points

Only Bidder(s) that have met the Pre-Qualification Criteria in Gate 0 and Pre-technical (mandatory requirements) in Gate 1 will be evaluated in Gate 2 for functionality.

Bidders will be evaluated out of 100 points and are required to achieve the minimum threshold of 70 out of 100 points. Only Bidders that have obtained a threshold of **70 out of 100** points will proceed to Gate 3 for Price and BEE evaluations. The criterion is outlined in **Annexure A2: Technical Evaluation Scorecard**.

16.4 Price and B-BBEE evaluation (Gate 3) - 0 + 10 = 10 Points

16.4.1 Stage 1 – Price Evaluation (0 points)

Bidders are required to submit a fully completed and signed pricing schedule (**Annexure B**). Bidders are required to propose a commission fee that is within SARS' acceptable range of PMIN = 3.5% – PMAX = 10%.

The Pricing Schedule / Rate Card will be evaluated for internal analysis and will form the basis for future engagement with the bidders.

Methodology applicable to Bidder's rates:

- 16.4.1.1 Bidders proposed commission fee is subject to negotiations;
- 16.4.1.2 SARS will analyse and compare Bidders' proposed commission fees to establish an average commission fee.
- 16.4.1.3 SARS will negotiate with all Successful Bidders to agree to one (1) commission fee. This commission fee will be incorporated into the Master Services Agreement.
- 16.4.1.4 The commission fee range will be derived as follows:
 - PMIN: The commission percentage of the lowest acceptable bid;
 - PAVE: The commission percentage of the average number of bids received; and
 - PMAX: The commission percentage of the highest acceptable bid.Where applicable, the commission fee that are outliers, i.e. above the maximum range, may be excluded when calculating the PAVE.
- 16.4.1.5 Bidders that do not agree with the negotiated average commission fee will not be appointed to the panel.

16.4.2 Stage 2 – B-BBEE Evaluation (10 points)

a. B-BBEE Requirements

In line with SARS Preferential Procurement - Internal Policy read with the SARS Application of Preference Point System – Internal Annexure and SARS Supply Chain Management Policy, tenders that have achieved a minimum qualifying score for functionality will be evaluated out of 10 points for BBBEE as per the SARS Preferential Procurement - Internal Policy. Bidders can access document on the following link [Procurement | South African Revenue Service \(sars.gov.za\)](https://sars.gov.za/Procurement).

b. Bid Evaluation Process Gate 2: B-BBEE EVALUATION

B-BBEE points may be allocated to bidders on submission of the following documentation or evidence:

Table 16C: BBBEE Points allocation and required documents

Adjudication Criteria	Maximum Points
A duly completed Preference Point Claim Form and a B-BBEE certificate.	10

The checklist below indicates the B-BBEE documents that must be submitted for this tender. Failure to submit the required documents will result in bidders scoring zero for B-BBEE.

Table 16D: Points Awarded for B-BBEE Status Level

BBBEE Status	Number of points (90/10 system)
EME/QSE/LE 100%BO	10
EME/QSE=>51%BO	9
Level 1	5
Level 2	4
Level 3	3
Level 4	2
Level 5	1

BBBEE Status	Number of points (90/10 system)
Level 6	1
Level 7	1
Level 8	1
Non-Compliant	0

Table 16E: B-BBEE Checklist

Classification	Turnover	Submission Requirement
Exempted Micro Enterprise (EME)	Below R10 million p.a.	A sworn affidavit (Preferably a Department of Trade and Industry [DTI] Affidavit) or a Certificate from the Companies and Intellectual Property Commission (CIPC) or a B-BBEE Rating Certificate from a SANAS Accredited Rating Agency.
Qualifying Small Enterprise (QSE)	Between R10 million and R50 million p.a.	Certified copy of B-BBEE Rating Certificate from a SANAS Accredited Rating Agency, or a sworn affidavit (Preferably a DTI Affidavit). This is only applicable to QSEs with 51% Black Ownership and above.
Large Entity (LE)	Above R50 million p.a.	Certified copy of B-BBEE Rating Certificate from a SANAS Accredited rating agency.

Failure on the part of a Bidder to submit a B-BBEE Verification Certificate from a verification agency accredited by the South African Accreditation System (SANAS), a Certificate from the Companies and Intellectual Property Commission (CIPC) or a sworn affidavit confirming annual turnover and level of black ownership in case of an EME and QSE together with the bid, will be interpreted to mean that preference points for B-BBEE status level of Bidder are not claimed.

Use and acceptance of Sworn Affidavits

SARS reserves the right to request that Service Providers submit their Black Ownership and turnover information in support of their affidavits.

Bidders will need to provide information which proves Black Ownership and turnover, in addition to the sworn affidavit, or request that their EME/QSE suppliers be verified and have this confirmed in the affidavit.

Joint Ventures and Consortiums

A trust, consortium or joint venture (including unincorporated consortia and joint ventures), will qualify for points for their B-BBEE status level as a legal entity, provided that the entity submits their consolidated B-BBEE status level Verification Certificate scorecard and that such a consolidated B-BBEE scorecard is prepared for every separate bid.

Proof of Existence: Joint Ventures

Bidders must submit proof of the existence of joint ventures arrangements. SARS will accept signed agreements as acceptable proof of the existence of a joint venture arrangement.

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

Subcontracting

Bidders may not subcontract the provision of the services contemplated in this Request for Proposal.

16.4.3 Stage 3 (0 + 10 = 10 points)

SARS aspires to drive transformation by appointing Service providers that are within the BBBEE level one (1) to four (4) or that are > 51% Black Owned or Black Women Owned.

17 FINANCIAL STATEMENTS

Bidders are required to submit complete sets of audited / reviewed annual financial statements for the three (3) most recent financial periods in the name of the bidding entity.

17.1 The annual financial statements must contain:

- Statement of Profit and Loss and Other Comprehensive Income;
- Statement of Financial Position;
- Statement of Cash Flows; and
- Accompanying Notes.

17.2 Entities which are trading for less than three (3) financial periods should provide:

- A letter detailing that fact, signed by a duly authorised representative of the entity; and
- Any other information or documentation which would provide more clarity on the financial history of the bidder.

17.3 In the event that the subsidiary is the bidding entity and submits the financial statements of the holding company for financial evaluation purposes, the holding company must furnish a Performance Guarantee that is signed by a duly authorised representative of the entity.

17.4 In the event of the bid being in the form of a JV, the following is required:

- Annual financial statements of the JV for a registered JV and for unincorporated JV annual financial statements of each company;
- A JV legal agreement detailing the percentage ownership of each entity; and
- A consolidated B-BBEE Certificate.

SARS reserves the right to request further information with regards to the annual financial statements of a bidder at a later stage.

18 AGREEMENTS

18.1 General Conditions of Contract

Any award made to a Service Provider under this bid is conditional, amongst others, upon such –

18.1.1 Bidder, as a minimum, accepting the terms and conditions set out in the General Conditions of Contract (GCC), which forms part of this tender pack;

18.1.2 Bidder accepting all terms and conditions applicable to the provision of debt collection and related services, as set out in this RFP document; and

18.1.3 Bidder accepting the terms and conditions of the Master Services Agreement proposed by SARS.

18.2 Master Services Agreement

- 18.2.1 The draft Master Services Agreement (MSA) constitutes the specialised terms and conditions upon which SARS is prepared to contractually engage the prospective Bidder(s) to render the services under this bid.
- 18.2.2 All Successful Bidders will be required to sign the same MSA and no individual negotiations will occur between a Successful Bidder and SARS.
- 18.2.3 Bidders are requested to indicate their acceptance of the terms and conditions set out in the draft MSA.

18.3 Performance Standards

- 18.3.1 SARS will, at the time of issuing a Service Request determine and/or prescribe certain performance standards (Service Level) that the Successful Bidder should comply with in the performance of the requested Services. In the event that the Successful Bidder fails to adhere to the Service Levels, SARS may levy a financial penalty against the Successful Bidder for the performance failure. The Service Request will also indicate the penalty applicable to the failure by the Successful Bidder to meet a Service Level.
- 18.3.2 Multiple performance failures with the prescribed Service Levels in a Service Request will constitute a material breach of the MSA.
- 18.3.3 Notwithstanding the implementation of financial penalties, SARS reserves the right and without derogation to any other remedies it may have in law, to-
- 18.3.3.1 terminate the MSA for breach ;
 - 18.3.3.2 cancel a Service Request with immediate effect; or
 - 18.3.3.3 reallocate a Service Request to another Successful Bidder. In such an event, the Successful Bidder shall be obliged, and for its own account, to assist in the seamless transition of the services to the incoming Successful Bidder.
 - 18.3.3.4 cancellation or reallocation of a Service Request as contemplated herein shall be without any liability to SARS except for payment for the Services already rendered by the Successful Bidder, less applicable financial penalties.

18.4 Insurance

A Successful Bidder shall on or before the commencement date and for the duration of the MSA have and maintain in force adequate insurance cover consistent with acceptable and prudent business practices and acceptable to SARS, which shall include, without limitation, cyber insurance, data protection insurance and professional indemnity insurance cover, against all actions, suits, claims, or other expenses arising in connection with damages or loss for which it is be liable in terms of the MSA.

18.5 Liability

18.5.1 A Successful Bidder shall be liable to SARS, where SARS has suffered any direct damages and/or Losses as a result of the Successful Bidder's failure to observe its obligations in terms of the MSA signed by the parties.

18.5.2 A Successful Bidder shall further be liable to SARS for all indirect and consequential or special damages and/or Losses suffered by SARS as a result of gross negligence, wilful misconduct, breach by the Successful Bidder or the Successful Bidder's Personnel of confidentiality provisions in the MSA, breach of Applicable Laws, infringement of third party intellectual property rights, or a criminal act committed by the Successful Bidder or any employees of the Successful Bidder.

18.6 Indemnity

A Successful Bidder shall indemnify, hold harmless and agree to defend SARS and its officers, employees, agents, successors-in-title, and assigns, from any and all Losses arising from, or in connection with, any of the following-

18.6.1 third party claims attributable to any breach of the provisions of Applicable Law or the provisions of the MSA by the Successful Bidder;

18.6.2 third party claims attributable to theft, fraud or other unlawful activity or any negligent, wilful or fraudulent conduct by the Successful Bidder or the Successful Bidder's Personnel and claims attributable to errors and/or omissions;

18.6.3 third party claims arising from or related to the death or bodily injury of any SARS agent, employee, business invitee, or business visitor or other person on SARS' premises caused by the negligent acts or omissions of the Successful Bidder or the Successful Bidders' Personnel; and

18.6.4 third party claims arising from damage to property owned or leased by SARS or a third party caused by the Successful Bidder or the Successful Bidder's Personnel's negligence or misconduct.

19 SPECIAL CONDITIONS OF THIS BID

19.1 SARS reserves the right:

19.1.1 Not to award or to cancel this bid at any time and shall not be bound to accept the lowest or any bid;

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

19.1.3 To accept part of a Bid rather than the whole Bid;

19.1.4 To cancel and/or terminate the Bid process at any stage, including after the Closing Date and/or after presentations have been made, and/or after Bids have been evaluated and/or after the Preferred Bidder(s)

have been notified of their status as such;

19.1.5 To correct any mistakes at any stage of the Bid that may have been in the Bid documents or that occurred at any stage of the Bid process; and/or

19.1.6 To disqualify a Bidder whose bid contains a misrepresentation, which is materially incorrect or misleading.

20 SARS requires Bidder(s) to declare

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

20.1 Confirm that the Bidder(s) is to:

20.1.1 Act honestly, fairly, and with due skill, care and diligence, in the interests of SARS;

20.1.2 Have and employ effectively the resources, procedures and appropriate technological systems for the proper performance of professional activities;

20.1.3 Act with circumspection and treat SARS fairly in a situation of conflicting interests;

20.1.4 Comply with all applicable statutory or common law requirements applicable to the conduct of business;

20.1.5 Make adequate disclosures of relevant material information including disclosures of actual or potential own interests, in relation to dealings with SARS;

20.1.6 Avoid fraudulent and misleading advertising, canvassing and marketing;

- Conduct its business activities with transparency and consistently uphold the interests and needs of SARS as a client before any other consideration; and
- Ensure that any information acquired by the Bidder(s) from SARS will not be used or disclosed unless the written consent of SARS has been obtained to do so.

21 CONFLICT OF INTEREST, CORRUPTION AND FRAUD

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

21.1 Engages in any collusive tendering, anti-competitive conduct, or any other similar conduct, including but not limited to any collusion with any other Bidder in respect of the subject matter of this Bid;

21.2 Seeks any assistance, other than assistance officially provided by a Government Entity, from any employee, advisor or other representative of a Government Entity in order to obtain any unlawful advantage in relation

to procurement or services provided or to be provided to a Government Entity;

- 21.3 Makes or offers any gift, gratuity, anything of value or other inducement, whether lawful or unlawful, to any of SARS officers, directors, employees, advisors or other representatives;
- 21.4 Makes or offers any gift, gratuity, anything of any value or other inducement, to any Government Entity's officers, directors, employees, advisors or other representatives in order to obtain any unlawful advantage in relation to procurement or services provided or to be provided to a Government Entity;
- 21.5 Accepts anything of value or an inducement that would or may provide financial gain, advantage or benefit in relation to procurement or services provided or to be provided to a Government Entity;
- 21.6 Pays or agrees to pay to any person any fee, commission, percentage, brokerage fee, gift or any other consideration, that is contingent upon or results from, the award of any tender, contract, right or entitlement which is in any way related to procurement or the rendering of any services to a Government Entity;
- 21.7 Has in the past engaged in any matter referred to above; or
- 21.8 Has been found guilty in a court of law on charges of fraud and/or forgery, regardless of whether or not a prison term was imposed and despite such Bidder, member or director's name not specifically appearing on the List of Tender Defaulters kept at National Treasury.

22 MISREPRESENTATION DURING THE TENDER PROCESS AND LIFECYCLE OF THE CONTRACT

The Successful Bidder should note that the terms of its Tender will be incorporated in the proposed contract by reference and that SARS relies upon the Bidder's Tender as a material representation in making an award to a Successful Bidder and in concluding an agreement with the Bidder.

It follows therefore that misrepresentations in a Tender may give rise to service termination and a claim by SARS against the Bidder notwithstanding the conclusion of the MSA between SARS and the Bidder for the provision of the Service in question.

23 PREPARATION COSTS

The Bidder will bear all its costs in preparing, submitting and presenting any response or tender to this Bid and all other costs incurred by it throughout the Bid process. Furthermore, no statement in this Bid will be construed as placing SARS, its employees or agents under any obligation whatsoever, including in respect of costs, expenses or losses incurred by the Bidders in the preparation of their response to this Bid.

24 INDEMNITY

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

25 PRECEDENCE

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

26 LIMITATION OF LIABILITY

A Bidder participates in this Bid process entirely at its own risk and cost. SARS shall not be liable to compensate a Bidder on any grounds whatsoever for any costs incurred or any damages suffered as a result of the Bidder's participation in this Bid process.

27 TAX COMPLIANCE

No tender shall be awarded to a Bidder whose tax affairs are not in order. SARS reserves the right to withdraw an award made, or cancel a contract concluded with a Successful Bidder in the event that it is established that such Bidder was in fact not tax compliant at the time of the award. SARS further reserves the right to cancel a contract with a Successful Bidder in the event that such Bidder does not remain tax compliant for the full term of the contract.

28 NATIONAL TREASURY

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

29 GOVERNING LAW

South African law governs this Bid and the Bid response process. The Bidder agrees to submit to the

exclusive jurisdiction of the South African courts in any dispute of any kind that may arise out of or in connection with the subject matter of this Bid, the Bid itself and all processes associated with the Bid.

30 RESPONSIBILITY FOR BIDDER'S PERSONNEL

A Bidder is responsible for ensuring that its personnel (including agents, officers, directors, employees, advisors and other representatives) comply with all terms and conditions of this Bid.

31 SECURITY VETTING OF SUCCESSFUL BIDDER

Upon a request by SARS, the Successful Bidder must subject to Applicable Law and SARS prevailing policies, procedures and practices, send any or all of the Successful Bidder's Personnel for security vetting with a competent service provider and provide SARS with security clearance certificates, at its own cost.

SARS may also at its sole and absolute discretion perform a security check (vetting) or any personal background screening on any or all of the Successful Bidder's Personnel.

32 CONFIDENTIALITY

Except as may be required by operation of law, by a court or by a regulatory authority having appropriate jurisdiction, no information contained in or relating to this Bid or a Bidder's Tender(s) will be disclosed by any Bidder or other person not officially involved with SARS examination and evaluation of a Tender.

Throughout this Bid process and thereafter, Bidders must secure SARS written approval prior to the release of any information that pertains to (i) the potential work or activities to which this Bid relates; or (ii) the process which follows this Bid. Failure to adhere to this requirement may result in disqualification from the Bid process and civil action.

No confidential information relating to the process of evaluating or adjudicating Tenders or appointing a Bidder will be disclosed to a Bidder or any other person not officially involved with such process.

33 INTELLECTUAL PROPERTY

SARS retains ownership of all Intellectual Property rights in the tender information documents that form part of this RFP. Bidders will retain the Intellectual Property rights in their tender responses, but grant SARS the right to make copies of, alter, modify or adapt their responses, or to do anything which in its sole discretion is necessary to do for reasons relating to the RFP process.

34 SARS PROPRIETARY INFORMATION

A Bidder must make a declaration on their Bid covering letter that they did not have access to any SARS proprietary information or any other matter that may have unfairly placed that Bidder in a preferential position in relation to any of the other Bidders.

35 ANNEXURE A1 – TECHNICAL COMPLIANCE CHECKLIST

36 ANNEXURE A2 – TECHNICAL EVALUATION SCORECARD

37 ANNEXURE A3 – DEBT RECOVERED

38 ANNEXURE B – PRICING SCHEDULE

39 ANNEXURE C1 – INFORMATION SECURITY SELF-ASSESSMENT

40 ANNEXURE C2 – INFORMATION SECURITY RISK ASSESSMENT