

SARS

RFP 46/2018

Bulk Printing

(Pre-Printed Forms and System Generated Forms)

Compulsory Briefing Session

23 October 2018

SARS Procurement Office

Linton House

Brooklyn

Agenda

<u>Start</u>	<u>End</u>	<u>Topic</u>
10:00 - 10:05		Welcome
10:05 - 10:15		Governance, Rules and Procedures
10:15 - 10:30		RFP Overview
10:30 - 11:15		RFP Process, RFP Pack Content
11:15 - 11:30		Business Requirements (Refer to BRS presentation)
11:30 - 11:40		Pricing Templates and B-BBEE Overview
11:40 - 11:50		Service Levels and Financial Analysis
11:50 - 12:00		Central Supplier Database (CSD) and Bidder's Proposal Format
12:00 - 12:05		Responses to questions

RFP 46/2018

Bulk Printing Bidders Conference

Welcome and Introduction

Moalosi Borotho
Acting Group Executive: Procurement

Governance, Rules and Procedures

SARS Procurement

Briefing Session

- **Purpose**
 - explain selected concepts, procedures and other aspects of the RFP
 - confirm formal registration of Bidders for notices and other communications
- **It may contain**
 - additional information
 - additional rules that must be adhered to
- **It does not**
 - cover every item in the RFP
 - replace any of the issued RFP material
 - change any of the RFP rules unless explicitly communicated in writing
- **The briefing session slides will be posted on the SARS website**
- **The RFP pack remains the primary source of information for the Bidder to respond.**

Procedures during conference

- **Questions during the session.**
 - SARS will take written questions submitted during the session.
 - SARS will review and focus on most pertinent themes arising from the questions and provide answers where possible.
 - All questions and answers will be published as part of the wider Q & A process.
 - The published answers will take precedence over any verbal response given in the briefing session.
- **The session is being recorded.**

Governance requirements

- **Strict communication channels.**
 - **Bidders will be disqualified for non-compliance.**
- **No solicitation of information will be allowed other than by prescribed channels.**
- **Deadlines to be strictly met.**
- **Adhere to prescribed submission format to ensure queries are properly dealt with.**

RFP Overview

Background

- **SARS's Mandate**

- South African Revenue Service Act, 1997 (Act No 34 of 1997)
- collection of all revenues that are due, ensuring maximum compliance with revenue legislation
- providing a customs service that will maximise revenue collection, facilitate trade and protect the borders of South Africa.

- **SARS's vision**

- innovative revenue and customs agency that enhances economic growth and social development
- supports South Africa's integration into the global economy in a way that benefits all citizens. SARS strives to exercise its mandate in an efficient and cost effective manner.

Background

- **Currently**
 - SARS has in the past outsourced its bulk printing requirements appointing a single service provider for each of the Towers.
- **Proposed**
 - Tower 1 (Pre-printed Forms) and Tower 2 (System Generated Forms)
 - Tender for the supply of services is for a period of 5 years.
 - Expected commence of production is 1 April 2019
 - Explore alternate models of supply.

Key Drivers

- **Confidentiality**

- In terms of South African legislation including the Tax Acts, SARS has a statutory duty to protect the secrecy of all taxpayer information
- Printed materials/documents contain sensitive information
 - Security and Integrity of the information
 - The lifecycle of the printed information, including the disposal of all SARS' confidential information.
- Security controls of who has access to information is critical

- **Cost**

- High weighting attributed to cost of solution to drive lowest cost.
- Predictability throughout term
- No guarantee for volumes

- **Multiple service providers**

- Certain requirements lend themselves to multiple service providers

Essential features of solution

- **Reliability**
 - Portions of national revenue collection rely on timeous delivery of printed forms.
 - Established track record, similar size and scope.
- **Business continuity**
 - Capability to ensure continuity in a disaster scenario.
- **Long term**
 - Flexibility to enable long term contract.
- **Quality**
 - SARS's image.
 - Scanning and automation.

RFP Process

RFP model

- **Open tender**
- **The RFP has mandatory pre-qualification requirements**
 - Bidder must meet these before Bidder's Proposal will be considered for evaluation.

Bidder is strongly advised to make sure it complies fully before making the decision to submit a Proposal.

Bid preparation phase – Q&A

- Any questions / queries regarding the RFP process or content must be submitted in writing (email) to the email address below.
- All questions / queries must be submitted by Bidders no later than 05 November 2018.
- Any oral communication will be considered unofficial and non-binding to SARS.
- The queries must be :
 - from registered representatives
 - to tenderoffice@sars.gov.za Email format:

Subject : “RFP 46-2018 – Question”
Body : “Bidder: <Bidder name>”
: “Question : <Question text>”

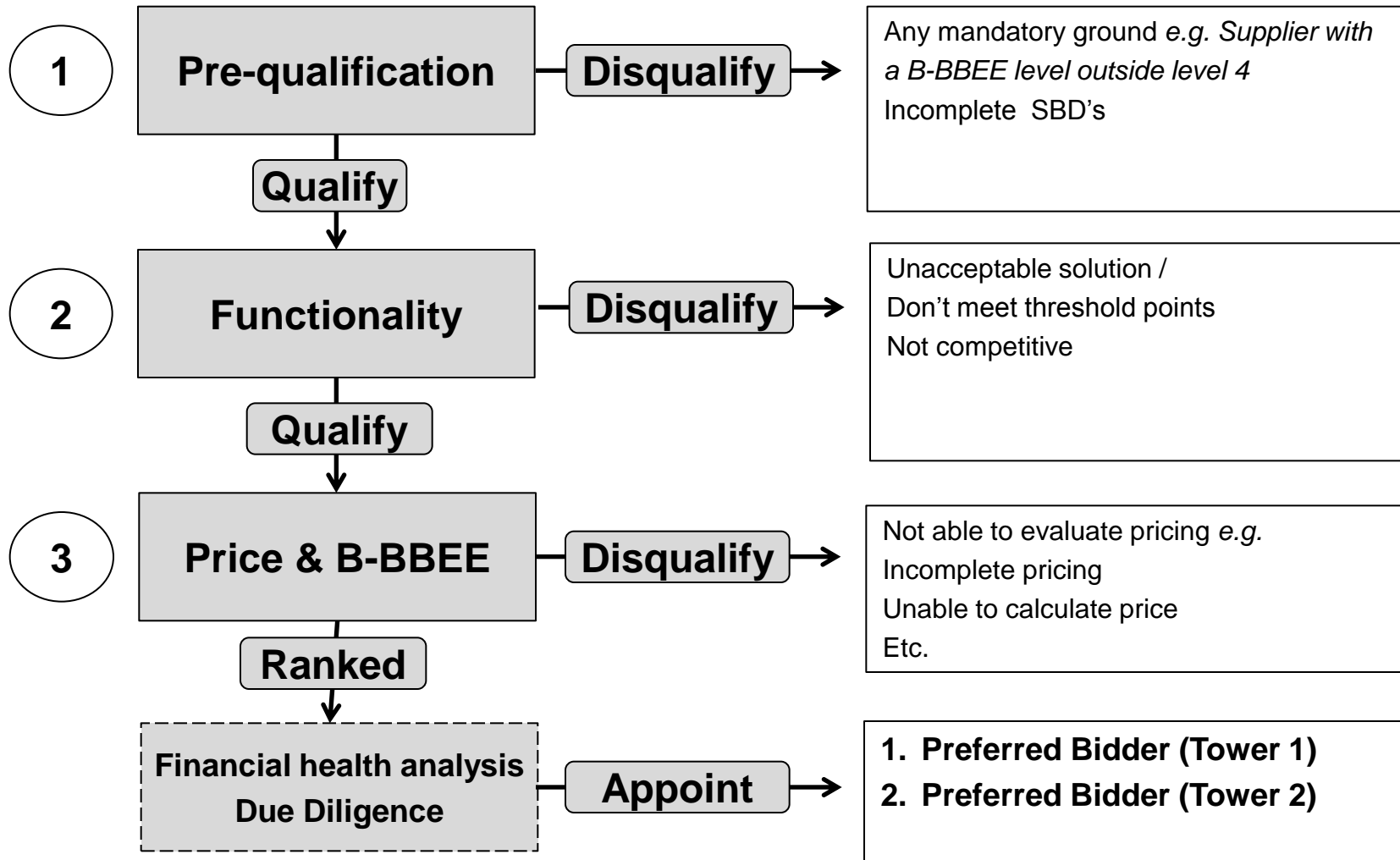
Bid preparation phase – Q&A

- **The answers will be published on the SARS website without the details of who posed the question**
- **SARS will endeavour:**
 - to provide a response to questions as soon as possible after receipt
 - to finalise all responses on or before **07 November 2018**

Bid preparation phase

- **SARS may:**
 - call one or more briefing sessions
 - compulsory
 - issue communications
 - answering questions from Bidders
 - clarifying issues arising from questions
 - amending the RFP, including changing dates and times in the RFP process.

Evaluation process



Pre qualification and evaluation

Prequalification - Mandatory

- **Bidder entity**
 - No consortia / special purpose vehicles
 - Bidder must be incorporated & registered in South Africa
 - Similar provisions apply to subcontractors that apply to the Bidder.
- **Mandatory Pre-qualification Criteria**
 - 30% subcontracting to a B-BBEE company
 - Machines and Finishing equipment with advanced Capability.
 - Bidder's B-BBEE level must be 1 to 4
 - capability to print all of SARS 6 categories
 - compulsory Briefing Session attendance.

Pre-Technical qualification – Tower 1

Mandatory	Requirement
30% subcontracting to a B-BBEE company	Bidder must subcontract a minimum of 30% of the value of the contract to a B-BBEE company which is 51% Black owned.
Machines and Finishing equipment with advanced Capability.	The Bidder's factory must be equipped with machines and finishing equipment with advanced capabilities. Pictures of the machines must be provided as proof (A site visit will be conducted for this Mandatory requirement).
Bidder's B-BBEE level must be 1 to 4. SARS will only accept proposal of Bidder's who holds a B-BBEE level of 1 to 4 only	SARS will only accept bids from Bidders who's B-BBEE level is 1 or 2 or 3 or 4 on;
The Bidder or its subcontractor has the print capability to print all of SARS 6 categories as mentioned in Business Requirements Specification (BRS).	Bidder must answer yes that they have capability to print all of SARS six categories, if any of the categories Bidder is unable to print it will lead to disqualification.
Proof of attendance to compulsory Briefing Session.	Bidder attended Briefing Session

Pre-Technical qualification – Tower 2

Mandatory	Requirement
Bidder's B-BBEE level must be 1 to 4. SARS will only accept proposal of Bidder's who holds a B-BBEE level of 1 to 4 only	SARS will only accept bids from Bidders who's B-BBEE level is 1 or 2 or 3 or 4.
Proof of attendance to compulsory Briefing Session.	Bidder attended Briefing Session

Prequalification -

- **History**
 - No member of management / shareholding with history of collusive dealings or corruption.
- **Board Resolution**
 - Bidder must supply a board resolution authorising the signatory to the Bidder's Proposal.
- **3 year's audited financial statements**
- **All Standard Bid Documents completed and signed**
- **Signed Oaths of Secrecy**
 - By all members of the Bidder's bid team

Prequalification - Discretionary

- **SARS, at its sole discretion, may disqualify a Bidder from the evaluation process for:**
 - Incomplete tender documentation
 - Oath of Secrecy / 3 year financial statements / required format / number of copies / omitted or incomplete responses

Prequalification - Discretionary

- **SARS, at its sole discretion, may disqualify a Bidder from evaluation for:**
 - Non-adherence to RFP rules
 - Non-adherence to rules of engagement
 - Non-compliance to ethics

Evaluation : Functionality 1/6

Criteria	Weighting
Client Base	10
Facilities and Locations	06
Redundancy and capacity at primary site	08
Compliance to form Specifications	10
Transition	10
Information Security Management	30
Quality	04
Disaster recovery – planning	12
Reporting	05
Courier and dispatch services	04
Innovation	01
Total	100

Evaluation : Functionality 2/6

- **Clients based**
 - The Bidder must demonstrate its clients based to which it has provided service or is currently delivering services that fall within the scope of this Tender and describe the nature and scope of the services.
- **Facilities and Locations**
 - The number of years the Bidder has been operating from the primary facility.
 - The Bidder's storage capacity
- **Redundancy and capacity at primary site**
 - Primary site and fail-over/secondary site have UPS and generator.
 - Sufficient storage capacity for SARS volumes (currently installed) at primary site. Bidder must indicate the current volumes in monthly and annual.
- **Compliance to form Specifications**
 - Bidder must confirm the Bidder's ability to print each of each Pre-Printed forms categories and the method to be employed
 - The Bidder's current capacity to handle both SARS and other Bidder's demands (indicate the process to be employed)

Evaluation : Functionality 3/6

- **Transition**
 - Bidder's recent (last 5 years) take on similar capacities as the SARS scope and volumes.
 - The Bidder should provide a transition plan that meets the criteria for take-on timelines.
- **Information Security Management**
 - The Bidder must provide an overall strategy on how security is managed. (e.g. Organizational Structure; Dedicated security manager; and including information on physical security awareness.
- **Quality**
 - Bidder should indicate any quality certifications (attach a copy of the certification if such certification is claimed).
- **Disaster recovery – planning**
 - The Bidder must provide a plan for Disaster Recovery (DR).
 - Indication on how soon can the bidder's fail-over site be operational. Bidder must indicate the time it will take for fail-over/secondary site be operational when a need arise.
 - Indicate if Bidder's primary and fail-over/secondary site is network connected.

Evaluation : Functionality 4/6

- **Reporting**
 - The Bidder must provide sample reports covering the scope of the reports in the Business Requirement Specifications.
- **Courier and dispatch services**
 - The Bidder must supply details of a courier company (evidence of the MOU/Contract between the Bidder and the courier company must be supplied).
 - The Bidder must provide details of dispatch process (including details of the interface processes, delivery and details of the tracking capability).
- **Innovation**
 - Bidder should include in this section any innovative improvements they will employ to continuously enhance processes and procedures in providing the services to SARS.

Evaluation : Functionality 5/6

- **A Bidder's Proposal may be disqualified at any stage during the evaluation of functionality if:**
 - the solution proposed by the Bidder will not meet SARS's minimum requirements or will not achieve SARS's objectives.

Evaluation : Functionality 6/6

- **A Bidder's Proposal may be selected to progress to the Stage 2 (Price and BEE) evaluation if:**
 - **the Bidder has not been disqualified for any reason during the technical evaluation;**
 - **the Bidder's Proposal's aggregated weighted score for functionality equal or exceeds 70 (seventy) points; and**
 - **In the event that no Proposals qualify to proceed to the next stage of evaluation for any of the Towers, at its sole discretion, SARS may consider the Proposal scoring the highest number of points for functionality and all other Proposals scoring higher than 95% (ninety-five percent) of that Proposal to proceed to the second stage of evaluation.**

Evaluation: Price and B-BBEE

Criteria	Weighting (ex 100)
B-BBEE	10
Price	90

- 90/10 evaluation in terms of PPPFA¹ on contract value.
- B-BBEE evaluation performed on the basis of the submitted B-BBEE certificate.²
- Statutory formula² applied to the Bidder's submitted pricing.

¹ Preferential Procurement Policy Framework Act 5 of 2000

² National Treasury Regulations 2017 to the PPPFA

Evaluation: Price and B-BBEE

- **B-BBEE**
 - Details covered later
- **Pricing**
 - Solution price will be calculated over a 5 year period

Business Requirements Specification

Pre-Printed Forms Scope of Service

Tower 1 (Pre-Printed Forms)

The collage displays a wide range of SARS forms used for border control and revenue collection. Key forms include:

- Traveller Card - Republic of South Africa**: A form for international travelers with sections for personal details, travel information, and a declaration.
- Asset Declaration**: A form for individuals entering the country to declare their assets.
- Entry Control All Visitors & Contractors**: A grid-based form for tracking visitor and contractor movements.
- SARS Certificate of Origin**: A form used for trade purposes, featuring a large circular logo.
- SACU - MERCOSUR Certificate of Origin**: A grid of forms for trade with Mercosur countries.
- Traveller Declaration**: A form for travelers to declare goods and items.
- Occurrence Book**: A logbook for recording incidents.
- Keys Register**: A table for tracking keys issued to staff.
- Customs and Excise Note Book**: A form for recording customs and excise transactions.
- South African Revenue Service (SARS) Logo and Contact Information**: Located in the center, providing the name, title, and contact details for the service.

Pre-Printed Forms

- **Categories of Pre-Printed Forms**

Category	Description
Category 1	SARS Corporate Stationary
Category 2	Books
Category 3	Loose Forms
Category 4	Files
Category 5	Special Printed Forms Requirements
Category 6	Special Ad Hoc Requirements

Conditions

Non-exclusive - SARS may source new requirements from another service provider or provide itself. (E.g. In-house development or Government Printers).

Prescribed stock levels (Volumes).

Delivery service levels.

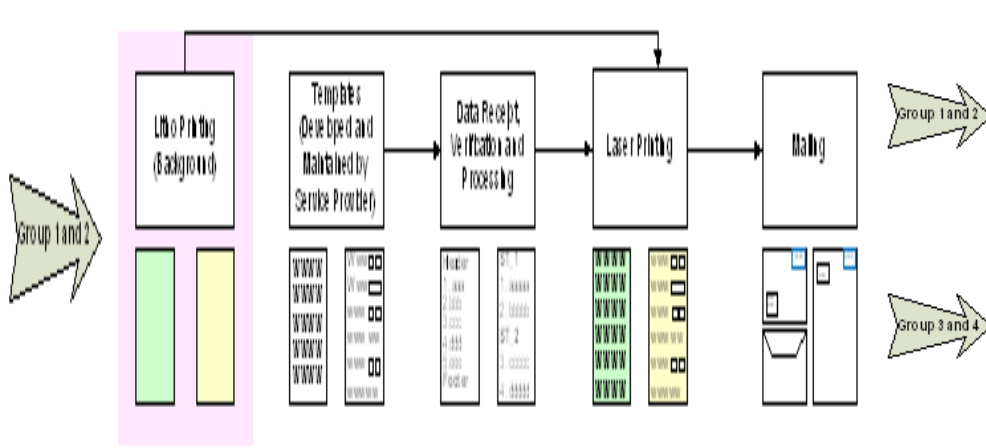
Face-value document storage specifications.

Courier

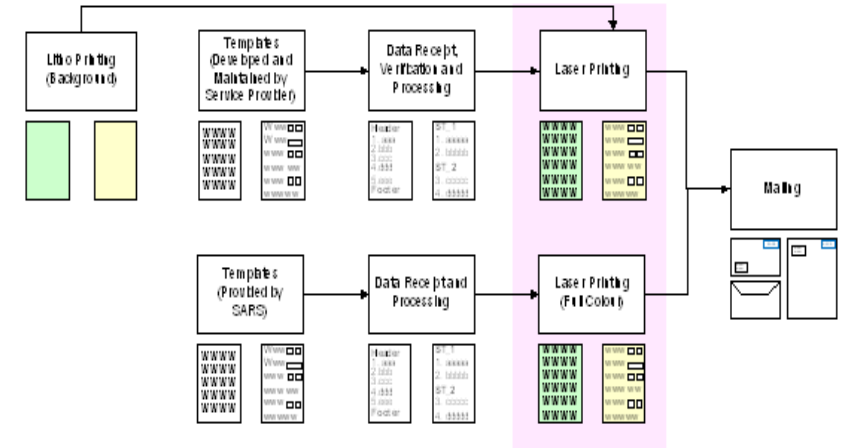
Service Provider couriers pre-printed forms to SARS branches

System Generated Forms Scope of Service

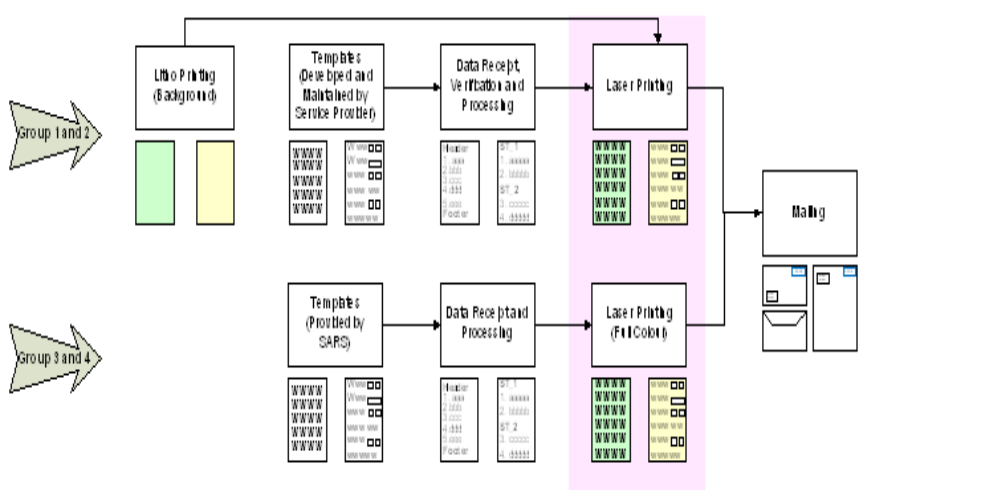
- Litho printing**



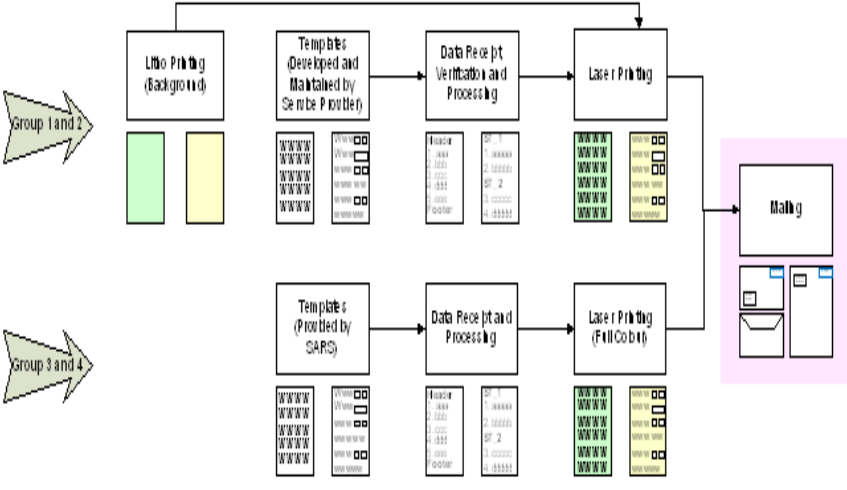
Templates



- Laser Printing**



Mailing



Scope: Tower 2 System Generated

- System Generated Forms are printed output that is processed (folded, collated, and sorted) optionally together with inserts (e.g. Tax payer letter) and inserted into mailing envelopes.
- In order to print the System Generated Forms, data (taxpayer specific data) is merged with predefined layout and background overlays to produce the final printed output. SARS currently employs several processes, formats and methods of data transmission to produce different types of System Generated Forms

Data interchange

- The interface specification is based on a generalised concept for exchanging data between the two systems.
- Upon receipt of data from SARS, the Service Provider must print the relevant documents using the data supplied by SARS. The printed documents must be placed in envelopes in accordance with the form specification and delivered to SAPO in accordance with the Statement of Work and the service levels.

RFP Pack content

RFP Pack Contents

Section 1	Summary, guidelines, instructions and Conditions. Main Document
Section 2	Standard Bid Documents Oath of Secrecy Supplier Cost and Risk
Section 3	Business requirements specification
Section 4	Proposed contract, service levels. (Documents not yet available)
Section 5	Documents, templates, questionnaires and checklists required for the submission of the Bidder's Proposal

RFP Pack – Points to note

- **The SARS website may indicate the use of Standard Bid documents not included in the RFP pack.**
 - DO NOT SUBMIT THESE.
 - SUBMIT THE DOCUMENTS AS PER THE INSTRUCTIONS AND THE TEMPLATES INCLUDED IN THE RFP PACK.

Selected topics
Pricing templates

Pricing template completion

- **There are 2 Price Templates for each Tower:**
 - SARS RFP 46-2018 5-5 (Tower 1) Pricing Response Template: Pre-Printed Forms
 - SARS RFP 46-2018 5-6 (Tower 2) Pricing Response Template: System Generated Forms
- **Bidders must only complete the Price Template for the tower they are bidding for.**
- **Bidders are required to note “Index tab” for each template and respond accordingly.**
- **All Pricing Template tabs needs to be complete and returned with the submission.**
- **Complete Company name under tab “Cover Sheet” and the spreadsheet with automatically update the other sheets.**
- **Bidders are to complete “Green” cells only.**
- **All pages of the hardcopies need to be signed and are legally binding if there are conflicts with the submitted soft-copies.**

Pricing template completion Contin...

- **The price validity for this bid is for a maximum period of 180 days from the closing date.**
- **Bidders must provide the unit prices (Excluding VAT) and the other columns will automatically calculate.**
- **Bidders MUST NOT change the Pricing Template. SARS may at its sole discretion disqualify your bid in the event that the pricing template has been changed.**
- **Bidders should complete ALL tables in the templates.**

B-BBEE Overview

BEE = 10 points

B-BBEE points may be allocated to Bidders on submission of documentation or evidence as follows:

ADJUDICATION CRITERIA	POINTS
A duly completed Preference Point Claim Form: SBD 6.1 and a B-BBEE Certificate.	10

Bidders **MUST** complete and sign the SBD 6.1 form to claim the Bidder's B-BBEE preference points, failing which the Bidder will score zero in Gate 3.

BEE Certificate

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

Classification	Turnover	Submission Requirement
Exempted Micro Enterprise (EME)	Below R10 million p.a.	A DTI Affidavit or Certificate from CIPC
Qualifying Small Enterprise (QSE)	Between R10 million and R50 million p.a.	Certified copy of B-BBEE Rating Certificate from a SANAS Accredited rating. A DTI Affidavit – Only 51% BO and above
Large Enterprise (LE)	Above R50 million p.a.	Certified copy of B-BBEE Rating Certificate from a SANAS Accredited rating agency.

Use and acceptance of Affidavits

It has been advised that the Verification Professional will need to test the affidavits submitted as part of a company's procurement rating. All companies will need to request the information which proves Black Ownership and Turnover in addition to the Affidavit, or request that their EME/QSE suppliers be verified and have this confirmed on the Affidavit.

SARS reserves the right to request that bidders submit their Black ownership and turnover information in support of their Affidavits.

• B-BBEE KEY SECTIONS TO COMPLETE IN SBD

BID DECLARATION

6. B-BBEE STATUS LEVEL OF CONTRIBUTOR CLAIMED IN TERMS OF PARAGRAPHS 1.4 AND 4.1

6.1 B-BBEE Status Level of Contributor:..... =(maximum of 10 or 20 points)
(Points claimed in respect of paragraph 7.1 must be in accordance with the table reflected in paragraph 4.1 and must be substantiated by relevant proof of B-BBEE status level of contributor.

7. SUB-CONTRACTING

7.1 Will any portion of the contract be sub-contracted? (Tick applicable box)

YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

7.1.1 If yes, indicate:

- i) What percentage of the contract will be subcontracted.....%
- ii) The name of the sub-contractor.....
- iii) The B-BBEE status level of the sub-contractor.....
- iv) Whether the sub-contractor is an EME or QSE

(Tick applicable box)

YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
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•B-BBEE KEY SECTIONS TO COMPLETE IN SBD

v) Specify, by ticking the appropriate box, if subcontracting with an enterprise in terms of Preferential Procurement Regulations,2017:

Designated Group: An EME or QSE which is at last 51% owned by:	EME √	QSE √
Black people		
Black people who are youth		
Black people who are women		
Black people with disabilities		
Black people living in rural or underdeveloped areas or townships		
Cooperative owned by black people		
Black people who are military veterans		
OR		
Any EME		
Any QSE		

Service Levels

Reporting

Reporting

Service Provider will issue a report ("**Service Level Report**") at the end of each month during the Term, containing the quantified performance of the Service Provider for that month with respect to all the Service Levels as defined in this **Schedule C**. The Service Level Report must be presented to SARS on or before the 6th (sixth) Business Day after the end of the month being reported upon.

As part of the monthly Service Level Report required pursuant to clause 2.4.1, Service Provider will provide SARS with a set of soft-copy reports on Service Provider's performance against the Service Levels. Detailed supporting information for each Report will be provided to SARS in soft-copy as reasonably requested by SARS.

Actions on Failures

Actions on Failures In respect of any Service Level Failure, Service Provider will:

- (a) investigate, assemble, and preserve pertinent information with respect to, and report on the causes of, the Incident, including performing an appropriate root cause analysis of each Incident which led to the Service Level Failure;
- (b) propose and execute a written corrective action plan;
- (c) advise SARS of the status of remedial efforts being undertaken with respect to such Incident. In this respect, Service Provider will track the status of such remedial efforts and make available such progress information to SARS through an electronic on-line tool;
- (d) minimise the impact of the Incident, correct it, and resume meeting the Service Level as soon as possible once it is corrected; and
- (e) use Commercially Reasonable Efforts to employ preventive measures to ensure that the Incident does not recur, including allocating additional Service Provider Personnel and resources to the performance of the Services and proposing Changes to the procedures it uses to perform the Services.

Service Provider will, on a monthly basis, perform trend analyses on the Service Level performance data. If Service Provider or SARS identifies a trend in Service Level performance which reasonably indicates a meaningful risk of a future Service Level Failure, then Service Provider will perform a root cause analysis with respect to the trend, report to SARS on its findings and use Commercially Reasonable Efforts (as approved by SARS) to prevent the Service Level Failure from actually occurring.

Delivery of Print Orders to SAPO

Form name	Service Level Target	
	Default Target	Target for special quantities
IRP3, IT34	≤ 3 (three) Business days	No special quantity service level – all requests must be satisfied within the target service level.
IRP6	≤ 3 (three) Business days	Any requests or orders placed for greater than 1,000,000 (one million) within 1 (one) day must be confirmed with SARS before printing. After confirmation the order must be delivered in full to SAPO within 7 (seven) Business Days.
ITRR	≤ 5 (five) Business Days	Any requests or orders placed for greater than 1,000,000 (one million) within 1 (one) day must be confirmed with SARS before printing. After confirmation the order must be delivered in full to SAPO within 14 (fourteen) Business Days.
EMP201, VAT201	≤ 5 (five) Business Days	Any requests or orders placed for greater than 200,000 (two hundred thousand) within 1 (one) day must be confirmed with SARS before printing. After confirmation the order must be delivered in full to SAPO within 5 (five) Business days.
ITR12	≤ 5 (five) Business Days	Any requests or orders placed for greater than 300,000 (three hundred thousand) within one day must be confirmed with SARS before printing. After confirmation the order must be delivered in full to SAPO within 14 (fourteen) Business Days.
All other forms	≤ 5 (five) Business Days	No special quantities – all requests must be satisfied within the target service level.

Financial Analysis Requirements

Background

- **Public Finance Management Act (PFMA)**
 - Fair
 - Equitable
 - Transparent
 - Competitive
 - Cost-effective

Purpose

- **Financially Stable**
- **Financially Viable**
- **Identify Financial Risks**
- **Apply Appropriate Mitigating Strategies**

Required Documents

- **Complete Sets of Audited/Reviewed Annual Financial Statements**
 - Signed Auditors / Accounting Officers Opinions
 - Statement Of Comprehensive Income (Income Statement)
 - Statement of Financial Position (Balance Sheet)
 - Statement of Cash Flows (Cash Flow Statement)
 - Accompanying Unabridged Notes for ALL of the above documents
- **Less than 3 Financial Periods**
 - Explanatory Letter
- **Financial statements in Bidding Companies Name**
 - Subsidiary submitting holding company's F/S must also furnish a Performance Guarantee

National Treasury Central Supplier Database

Registration and Tax Compliance

NT CSD Registration and Tax compliance

- **National Treasury Central Supplier Database (CSD)**
 - Contract will be awarded to bidders who are registered on the Central Supplier Database facilitated by National Treasury
- **Tax Compliance**
 - Bidder and subcontractors must be tax compliant
 - Valid tax clearance certificate(TCC) not necessary, SARS will verify the tax compliance status of the bidders on the CSD
 - Selected service provider must be tax compliant during award and the term of the contract

Bidder's Proposal Format

Bidder's Proposal

- **Each Proposal section must be separately wrapped and must contain:**
 - One hardcopy
 - A4, ring binders
 - One electronic copy
 - CD or DVD
- **The hardcopy must be signed and must contain the original signatures.**

Bid Submission

Bidders must submit copies of each file (Original and Duplicate) and a CD-ROM with content of each file by the **23 November 2018 at 11:00**



TENDER BOX

SARS Brooklyn Bridge, 570 Fehrsen Street, Linton House, Brooklyn

Any enquiries must be referred, in writing via email: to tenderoffice@sars.gov.za (23 October 2018 – 05 November 2018)

File 1: Original/ Duplicate

File/Envelope 1
Technical
Proposal

Common File A - Sections

- Covering Letter (signed)
- Board resolution (signed)
- Standard Bid Documents
- Bidder Oaths of Secrecy
- Bidders CSD Registration report
- Pre-qualification template(s)
- Bidder Annual Financial Statements
- Checklist (signed)



File 2: Original/ Duplicate

File/Envelope 2

Non-Pricing – Sections

- Pre-Technical Response Template
- Technical Response Template
- Contract Response Template

Pricing - Section

- Pricing template (signed)
- Preference Points Claim Form (SBD 6.1)
- Bidder's BEE certification
- Subcontractor BEE certifications



The sections are separated by file dividers labelled with the section names in the hardcopy version.

On the CD/DVD the files must be placed in directories named after the sections.

NB! Each file must be marked correctly and sealed separately for easy reference during the evaluation process. CD-ROM marked with Bidder Name

Rules of Engagement

- Bidders may not contact SARS personnel directly.
- All contact relating to RFP matters are only to be addressed to SARS Procurement at tenderoffice@sars.gov.za
- Tender office contact: Vuyokazi Ntshinga - (012) 647 9569

WRAP UP

- **Tender Closing date 23 Nov 2018 at 11:00**
- **Reminder to submit all follow-up questions electronically to SARS Procurement before close of business 05 Nov 2018 to**
- **tenderoffice@sars.gov.za**