



health

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Department:  
Health  
REPUBLIC OF SOUTH AFRICA

**APPOINTMENT OF PUBLIC HEALTH NON-GOVERNMENT ORGANISATION SERVICE PROVIDERS TO IMPLEMENT THE ELECTRONIC MEDICAL RECORD (EMR) DIGITAL SOLUTION IN EIGHT (8) PROVINCES FOR THE NATIONAL DEPARTMENT OF HEALTH WITHIN A PERIOD OF 18 MONTHS**

## Table of Contents

1. Introduction .....	5
2. Background .....	5
2.1 Policy .....	5
2.2 Digital Health Information Systems .....	6
3. Geographic Area and Coverage .....	7
3.1 Geographic Area .....	7
3.2 Geographic Approach .....	7
4. Scope of Work and Requirements.....	8
4.1 EMR Toolkit Onboarding Training .....	9
4.2 Solution Implementation.....	9
4.2.1 EMR Implementation Toolkit: .....	9
4.2.2 EMR Solution Implementation: .....	9
4.3 Project Management.....	9
4.3.1 Project Planning.....	9
4.3.2 Risk Management.....	10
4.3.3 Project Monitoring and Reporting .....	10
4.4 User Training.....	11
4.4.1 Master Trainer Program: .....	11
4.4.2 Tiered Support System: .....	11
4.5 Capacity Building Services required .....	11
4.6 Change Management .....	12
4.7 Technical Support and Issue Resolution .....	12
5. Bid Evaluation Criteria.....	12
5.1 Bid evaluation Stages .....	12
5.2 Mandatory requirements .....	12
5.2.1 Administrative requirements .....	13
5.2.2 Technical mandatory requirements .....	13
5.2.3 Other non-disqualifying requirements .....	14
5.2.4 Special Conditions of Contract.....	14
5.3 Bid document sets .....	14
5.4 Oral presentations.....	15
5.5 Due diligence .....	15
6. Bid scoring guidelines .....	15
7. Stage 2 - Bid Functionality Evaluation Criteria .....	17

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THE NATIONAL DEPARTMENT OF HEALTH AND WITHIN A PERIOD OF 18 MONTHS

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8.	Stage 3 - Oral Presentation Evaluation Criteria .....	24
9.	Bid pricing evaluation .....	28
9.1	Price evaluation criteria.....	28
9.1.1	Price points scoring system .....	28
9.2	Pricing per facility, per province .....	29

**List of Acronyms:**

CHC:	Community Health Centres
DHU:	Digital Health Unit
EC:	Eastern Cape Province
EMR:	Electronic Medical Record
FS:	Free State Province
GP:	Gauteng Province
HDI:	Historical Disadvantaged Individual
HPRS:	Health Patient Registration System
KZN:	Kwa Zulu Natal Province
LP:	Limpopo Province
MHFL:	Master Health Facility List
MP:	Mpumalanga Province
NDoH:	National Department of Health
NC:	Northern Cape Province
NGO:	Non-Government Organisation
NHNSF:	National Health Normative Standards Framework
NPO:	Non-Profit Organisation
NW:	North West Province
PFMA:	Public Finance Management Act (No.1 of 1999)
PHC:	Primary Health Care
PII:	Personal Identifiable Information
PPPFA:	Preferential Procurement Policy Framework Act (No.5 of 2000)
SAQA:	South African Qualifications Authority
SLA:	Service Level Agreement
SOP:	Standard Operating Procedures (SOP)

## 1. Introduction

The National Department of Health (NDoH) has developed a bespoke Electronic Medical Record (EMR) solution. This electronic digitalisation solution enables the capturing of data during clinical encounters and health interventions linked to a specific user by a designated healthcare service provider at a health establishment within a particular geographic area.

The NDoH calls for competitive bids for the appointment of service providers to implement the EMR solution in all fixed Primary Health Care (PHC) facilities across eight provinces of the Republic of South Africa, perform solution implementation, manage projects, address risks and issues, install hardware, set up and configure software, conduct testing and go-live processes, provide user training, build capacity, manage change, and monitor and improve usage of the EMR digital health solution. The project implementation must be completed within specific timeframes that will differ across and between provinces.

A geographic-split approach will be applied to evaluate and award bids, and submitted bids must target a specific province or multiple provinces. Each bid for a province will be evaluated and awarded separately, and bidders are permitted to bid for more than one province, provided that individual bids meet specific requirements or specifications and the evaluation criteria of each province. By appointing service providers, this tender process aims to scale up the implementation of the EMR to all fixed Primary Health Care (PHC) facilities across eight (8) provinces in South Africa.

Interested bidders should meet all NDoH requirements and evaluation criteria set out in these specifications and demonstrate the ability and capacity to implement the EMR solution and deliver the projects successfully. The NDoH will use the bid evaluation criteria to appoint suitable service providers who demonstrate the required ability and capacity to implement the EMR solution according to NDoH requirements.

## 2. Background

### 2.1 Policy

The NDoH is required, in terms of the National Health Act (No.61 of 2003, Section 74) (NHA), to facilitate and coordinate the establishment and implementation of information systems by provincial departments at national, provincial, and local levels to create a comprehensive national health information system. The 2019-2024 NDoH Digital Health Strategy commits the department to the development, implementation, and maintenance of digital systems to ensure accurate patient information to support improved health outcomes for all South Africans. The NDoH has further committed to the further development of the EMR solution, to form part of its Annual Performance Plan and is regarded as an important initiative.

Section 40(1)(a) of the Public Finance Management Act (Act 1 of 1999) (PFMA) relating to the accounting officers' reporting responsibilities states that the accounting officer for a department must keep full and proper records of the financial affairs of the department in accordance with any prescribed norms and standards. In terms of section 15(2)(b) of the Public Audit Act (Act 25 of 2004), to comply with applicable

legislated auditing and tabling deadlines in the PFMA, the health departments (Provincial and National) should adhere to the requirement that all documentation and information in support of the annual performance report must be available on request and be retrievable within a reasonable time.

## **2.2 Digital Health Information Systems**

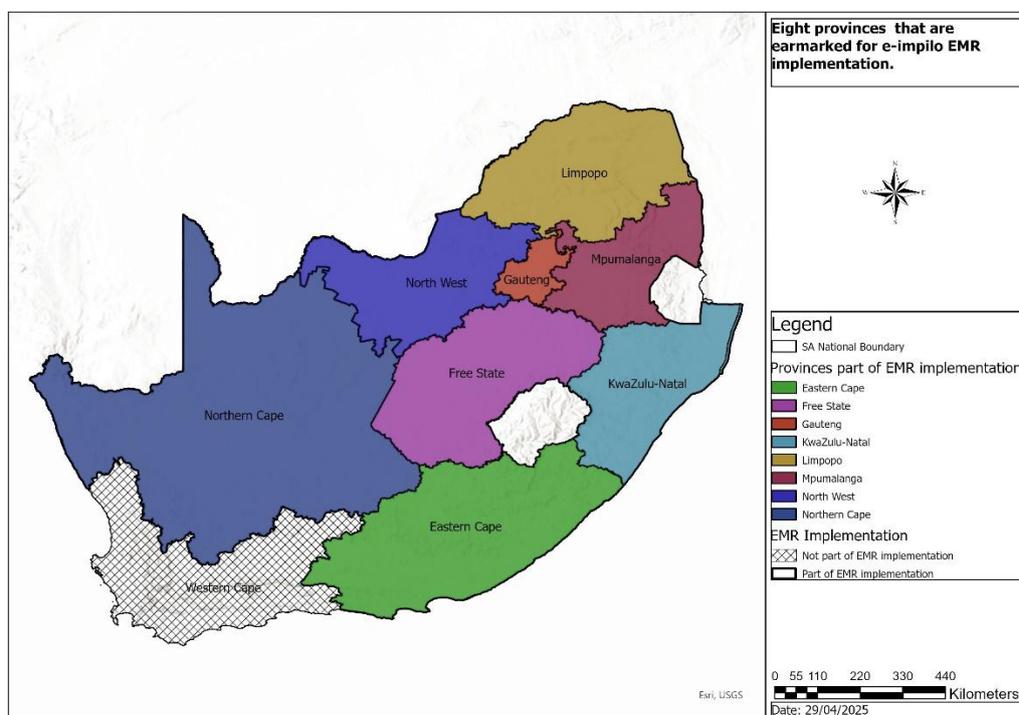
The EMR solution is a newly bespoke digital health solution developed by the NDoH that will enable the capturing of clinical information and data about users (patients), on health encounters and interventions at the point of care, by health service providers at fixed PHC facilities and other identified health establishments. The implementation of the EMR digital health solution is expected to contribute to improved productivity and efficiency, resource optimisation and effective use, as well as improved healthcare service and access in South Africa. This solution will be integrated and will be interoperable with other existing health information systems, which include but are not limited to the Health Patient Registration System (HPRS), laboratory information system, Synchronised National Communication in Health (SyNCH), Master Health Facility List (MHFL), and others.

The HPRS was developed and rolled out across South Africa as a digital solution to register individual users or persons with a unique identifier. The HPRS is one of the cornerstone digital solutions that enable a longitudinal health record of persons accessing healthcare in South Africa. The integration of the EMR and HPRS ensures seamless verification of a person's unique identification to ensure that health encounters and interventions are captured against the correct individual's personal profile.

Whereas the MHFL platform provides a unique identifier for every healthcare facility or health establishment in South Africa. This MHFL, amongst others, provides data to accurately plot the geospatial location of the facility and the category of health facility. In this context, the focus and intent of the EMR solution implementation is on Public health fixed primary healthcare facilities listed as Clinics and Community Health Centres (CHC) or Community Day Centres (CDC).

### 3. Geographic Area and Coverage

#### 3.1 Geographic Area



#### 3.2 Geographic Approach

The EMR solution implementation in eight (8) South African provinces is intended only for fixed primary healthcare facilities. There are 3,083 registered public health fixed primary healthcare facilities across eight provinces in South Africa, and the distribution per province and district can be seen in the table below.

Province	District	Clinics	Community Health Centres	Estimated Timelines
<b>Eastern Cape (EC)</b>	Alfred Nzo	72	3	<b>14 Months</b>
	Amathole	145	5	
	Buffalo City	74	5	
	Chris Hani	152	7	
	Joe Gqabi	52	0	
	Nelson Mandela Bay	39	9	
	Oliver Tambo	142	11	
	Sarah Baartman	60	3	
		$736 + 43 = 779$		
<b>Free State (FS)</b>	Fezile Dabi	34	5	<b>4 Months</b>
	Lejweleputswa	40	2	
	Mangaung	44	2	
	Thabo Mofutsanyana	71	1	
	Xhariep	16	1	
			$205 + 11 = 216$	

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Province	District	Clinics	Community Health Centres	Estimated Timelines
<b>Gauteng (GP)</b>	Ekurhuleni Metro	84	9	<b>6 Months</b>
	Johannesburg Metro	104	14	
	Sedibeng	30	8	
	Tshwane Metro	65	8	
	West Rand	47	3	
	$330 + 42 = 372$			
<b>Kwa Zulu Natal (KZN)</b>	Amajuba	25	1	<b>10 Months</b>
	eThekweni Metro	103	8	
	Harry Gwala	39	2	
	iLembe	34	2	
	King Cetshwayo	63	1	
	Ugu	51	2	
	uMgungundlovu	49	3	
	Umkhanyakude	59	1	
	Umzinyathi	53	1	
	Uthukela	36	1	
	Zululand	73	1	
	$585 + 23 = 608$			
<b>Limpopo (LP)</b>	Capricorn	97	4	<b>6 Months</b>
	Mopani	96	8	
	Sekhukhune	86	3	
	Vhembe	115	8	
	Waterberg	56	3	
	$450 + 26 = 476$			
<b>Mpumalanga (MP)</b>	Ehlanzeni	107	15	<b>4 Months</b>
	Gert Sibande	53	19	
	Nkangala	71	24	
$231 + 58 = 289$				
<b>Northern Cape (NC)</b>	Frances Baard	24	4	<b>8 Months</b>
	J T Gaetsewe	39	5	
	Namakwa	22	10	
	Pixley ka Seme	28	8	
	ZF Mgcawu	15	6	
	$128 + 33 = 161$			
<b>North West (NW)</b>	Bojanala Platinum	110	9	<b>6 Months</b>
	Dr K Kaunda	33	10	
	Ngaka Modiri Molema	70	18	
	Ruth Segomotsi Mompoti	49	13	
	$262 + 50 = 312$			

#### 4. Scope of Work and Requirements

The scope of work pursued through this tender includes the following activities: onboarding training on the EMR toolkit, EMR solution implementation at facilities, project management and reporting, risk management and issue resolution, hardware

installation, software set-up and configuration, testing and go-live, end-user training, capacity building, change management, and as well as monitor and improving usage. The requirements specifications are outlined below:

#### **4.1 EMR Toolkit Onboarding Training**

- a) The successful bidder must attend onboarding training on the EMR Toolkit and receive and complete training facilitated by the NDoH.
- b) Accept handover of the EMR training toolkit and understand expectations and procedures to follow and apply in implementing the EMR toolkit.

#### **4.2 Solution Implementation**

##### **4.2.1 EMR Implementation Toolkit:**

- a) Use and application of the implementation toolkit based on a maturity model tailored to the local context of each facility, ensuring a phased implementation plan.
- b) The implementation will be guided through a tested and validated EMR Implementation Toolkit that will facilitate a standardised approach in the core process steps.

##### **4.2.2 EMR Solution Implementation:**

- a) Train EMR solution end-users at facilities using the EMR implementation toolkit provided by the NDoH.
- b) Travel to facilities and set up and install the EMR solution in line with the prescribed guidelines provided by NDoH.
- c) Manage troubleshooting and resolutions of any computer or network challenges, technical faults, and issues before commencement of training.
- d) Grant access to system end-users by following existing access management standard operating procedures (SOP) provided by the NDoH.

#### **4.3 Project Management**

##### **4.3.1 Project Planning**

- a) Develop a detailed project plan that defines and describes the tasks or activities necessary to complete the project and produce all deliverables within the prescribed timeline.
- b) Implementation planning, including converting all tasks or activities into a logical and sequenced critical path.

- c) The detailed implementation project plan must provide for a completion and project close-out report and handover within the prescribed timeline as specified in Table 3.2.
- d) The plan must include defining and allocating resources needed to accomplish all tasks and activities on the schedule, including outputs to be delivered for each activity.
- e) Develop and submit a project Gantt chart with clear milestones and timelines.

#### **4.3.2 Risk Management**

- a) Identify, define, evaluate and manage project risks..
- b) Reevaluate and manage the critical path.
- c) Develop and execute risk management tasks and link them to the critical path and deliverables.
- d) Establish contingencies and recovery plans.

#### **4.3.3 Project Monitoring and Reporting**

- a) Management:  
The performance of the appointed service providers will be monitored through a Service Level Agreement, which will be effected through a work plan. The Agile Project Management methodologies must be followed during the execution and management of the contract.
- b) Monitoring:  
Monitoring of progress on objectives must be achieved through bi-weekly formal scrum sessions when applying the Agile methodology of project management. The NDOH, represented by the DHU representatives and the service providers in each province, must attend these sessions to monitor the Service Level Agreement.
- c) Reporting:  
Strict monthly progress reporting on deliverables must incorporate financial expenditure reporting and be adhered to. A project close-out report must be produced at the end of the period, which includes handover to the province and lessons learned.  
Weekly reporting to the NDoH representative on tasks, activities, and timeline progress must be adhered to.
- d) Data Governance:

All data captured on the EMR digital solution belongs to the patient. Informed consent for EMR data capturing allows the NHI to process the data for integration processes with other systems to produce a longitudinal electronic health record. The POPI Act 4 of 2013 will be adhered to, and Information Regulator guidelines will be applied. Access to information will be strictly monitored, and the prescribed route to apply for and get approval for access will be implemented. The EMR complies with the National Health Normative Standards Framework (NHNSF) and is also compliant with the Draft Data Governance Framework.

The potential bidders will have no access to any Personal Identifiable Information (PII) and must also commit to a non-disclosure agreement for any sharing of knowledge of the EMR solution and its application.

The Digital Health Unit uses a maturity model that allows the NDoH and the specific province to assess possible implementation sites and start with the EMR implementation at facilities where the environment is mature enough to support the successful implementation of the EMR. The maturity framework implies that all facilities in different provinces may not be on the same maturity level due to technical and connectivity differences.

#### **4.4 User Training**

##### **4.4.1 Master Trainer Program:**

- a) Training of master trainers in provinces or districts who will support implementation and provide on-site user training, after the initial implementation.

##### **4.4.2 Tiered Support System:**

- a) Implement a tiered system of support from local, provincial, to national levels, ensuring ongoing technical assistance and adherence to standards.

#### **4.5 Capacity Building Services required**

- a) Service providers are required to submit a detailed capacity-building approach concerning the project at the Provincial, District, and Facility levels to ensure optimum system functionality.
- b) Proven previous experience in providing capacity-building services in the health sector is required.
- c) Capacity Building should cater to all user groups, including healthcare providers and non-clinical staff.
- d) Document a report after every training session and submit the report to the relevant NDoH project manager.

#### **4.6 Change Management**

- a) Apply the change management principles and approaches in the solution implementation process and during communication with end-users.
- b) Equip and empower end-users with know-how and close system acceptance and usability gaps.
- c) Address limiting behaviours and actions linked to existing organisational culture and operational environmental challenges, as well as motivate end-users about the gains, benefits, reasons, and advantages for change.

#### **4.7 Technical Support and Issue Resolution**

- a) Following go-live, the bidder and the project manager will agree on technical issues, snag lists, and user-related complaints or challenges that should be addressed within a one-month period.
- b) One month after implementation, an in-person follow-up visit is required to address any challenges and to provide further training for staff who were not present during the initial training, as well as additional technical support.
- c) Providing the required technical support after the training on how to navigate through the EMR solution and switching to other systems like the SYNCH, HPRS, and other systems.

### **5. Bid Evaluation Criteria**

#### **5.1 Bid evaluation Stages**

As part of the normal procurement process, the evaluation process will be conducted according to the following stages:

- Stage 1: Technical/Mandatory evaluation.
- Stage 2: Functionality evaluation.
- Stage 3: Oral presentation.
- Stage 4: Price and preference (HDI).

#### **5.2 Mandatory requirements**

The following mandatory administrative and technical requirements will have to be met otherwise, an application will be rejected and not subjected to further evaluation:

### 5.2.1 Administrative requirements

#### Compliance with all Tax Clearance requirements:

Attach a Valid Tax Clearance Certificate/ Tax Compliance Status Pin, Central Supplier Database Number, where consortium/joint ventures/sub-contractors are involved, each party to the association must submit separate Tax Clearance requirements.

### 5.2.2 Technical mandatory requirements

- a) Proof of company registration, restricted to RSA-registered entities only.
- b) Signed CVs of potential key personnel that will be assigned to the project.
- c) Submit certified proof of qualifications. It is the applicant's responsibility to have foreign qualifications evaluated by the South African Qualifications Authority (SAQA), and proof of a certified SAQA verification certificate must be attached.
- d) **The training facilitators recruited/appointed by the bidder must be registered with the following professional bodies**
  - **Adult Education and Training (AET).**

**The bidder must provide a copy of a valid certificate or membership card for the team member, indicating clearly:**

- **the team member's name and the date of issue of the certificate or membership card, and if applicable, the expiry date:**
    - the regulator or professional body's name,
    - **the date of issue of the certificate or membership card, and if applicable, the expiry date.**
- e) NGO/NPO applying needs to provide a list of Governance structure or management committee.
  - f) Governance structure or management committee – Resolution authorising a particular person to sign the bid document. The letter should be on the letterhead of the company, where applicable.
  - g) It is the responsibility of each bidder to ensure that all applicable taxes are included in the offer. Bidders must ensure that they factor VAT for offers above R1 million, as this is a compulsory requirement according to the VAT Administration Act. If the awarded bidder is not registered as a VAT vendor, it is expected that the bidder will register for VAT within 21 days of being awarded a contract and also produce proof of registration to the NDoH bid official/s.
  - h) Latest annual financial statements with the audit report signed by the Board Chairperson, not older than one (1) year.

- i) Compulsory attendance at a briefing session on a date, which will be provided before the closing of the tender process. This briefing session will be virtual.

NB: Failure to adhere to, submit/attach proof of the above requirements with the bid will lead to automatic disqualification of the bidder's proposal.

### 5.2.3 Other non-disqualifying requirements

- a. Organogram
- b. Company profile – history and focus areas

### 5.2.4 Special Conditions of Contract

- Any service provider who is currently awarded 2 or more projects by the NDoH Global Fund Cluster cannot be considered for this contract. Each potential bidder is required to provide a separate declaration to indicate their use or donor relationship with any funds awarded from the Global Fund.
- The NDoH reserves the right to determine the number of provinces that can be allocated to a service provider without prior consultation with the applicants.
- The NDoH reserves the right not to award the contract.

## 5.3 Bid document sets

Bidders are requested to submit one set of bid documents according to the instructions below:

### ***Set 1: Hard copy (constitutes the legally binding bid document)***

All SBD and Bid Response forms must be completed in black typescript. All fields must be completed. Where no electronic entry field is provided, bidders must complete the forms in black ink, handwritten in capital letters. Where information as requested is not relevant, this should be indicated with N/A. After completion, the full PDF document and the Bid Response document must be printed. Bidders must submit their complete bid in hard copy format (paper document). The signed hard copy of the bid document will serve as the legal bid document.

The duly authorised designee of the entity submitting the bid must attach his/her official signature where indicated on the documents. All pages in the bid submission must be initialled by the same person with black ink. The use of correction fluid is not acceptable. Any change/s must be clearly indicated and initialled. Where certified copies of documents are required, the person certifying such documents must not be associated with the bidder in any way.

### ***Set 2: Scanned version of Set 1. (i.e., Scanned complete hard copy)***

Bidders must submit a PDF version of the entire signed hardcopy bid, including all certificates and documents requested.

**Set 3: Electronic version of bid documents**

Bidders are requested to submit the electronic versions of all bidding documents to facilitate data extraction. The PDF document must be submitted as an editable PDF.

Set 2 and Set 3 must be included on a USB and submitted in a sealed package with Set 1. The full name and address of the bidder, the bid number, and the closing date of the bid must be clearly indicated on the package.

All three sets of bid documents must be submitted before or on the closing time of the bid (date and hour specified in the bidding documents). Late submission of bid documents will lead to the disqualification of the bidder. Incomplete bids will be deemed non-responsive.

**5.4 Oral presentations**

Only bidders that have passed Stage 2 of the functionality evaluation shall be required to prepare a presentation to the Bid Evaluation Committee. Bidders that don't qualify past the Stage 2 minimum threshold shall be eliminated and not considered for Stage 3 evaluation. A date will be determined by the BEC and communicated to the successful bidders, with the provision of additional information in preparation.

**5.5 Due diligence**

The NDoH reserves the right to conduct supplier due diligence before the final award or at any time during the contract period. This may include site visits to assess the capacity of the bidder in relation to its people, and support capacity requirements as set out in the scope of work.

**6. Bid scoring guidelines**

ASSESSMENT	DESCRIPTION	SCORE
Excellent	Exceeds the required standard. Response answers the question with precision and relevance. Includes improvement through innovation and added value. Definite capacity to deliver the service	5
Good	Meets the standard required. Comprehensive response in terms of detail and relevance to the question. Likely capacity to deliver the service.	4
Acceptable	Meets the required standard in most aspects but fails in some areas. Acceptable level of details, accuracy, and relevance. Likely capacity to deliver the service	3
Limited	Fails the required standard in most aspects but meets some. Limited information / inadequate/only partially addresses the question. Questionable capacity to deliver the service	2
Inadequate	Significantly fails to meet the required standard. Inadequate detail provided / questions not	1

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	answered/answers not directly relevant to the question. Unlikely capacity to deliver the service	
Not Eligible for consideration	Completely fails to meet the required standard. Response was significantly deficient. Definite incapacity to deliver the service.	0

## 7. Stage 2 - Bid Functionality Evaluation Criteria

Criteria	Sub- criteria	Measure	Sub-weight	Weight																								
7.1 Experience and track record	The bidder must demonstrate a minimum of five (5) years of knowledge and experience in the field of service-level healthcare, training and development, and project management with proven experience.	<p>The bidder must provide a comprehensive signed reference letter on the letterhead of previous or current clients with contact details, including detailing the scope of work done previously, the starting and end date of the contract and the contract amount where possible, in service-level healthcare in South Africa.</p> <p><b>Proven relevant experience Score</b></p> <table border="1"> <tr> <td>More than 10 years of experience</td> <td>5</td> </tr> <tr> <td>6-10 years of experience</td> <td>4</td> </tr> <tr> <td>3-5 years of experience</td> <td>3</td> </tr> <tr> <td>2 – 3 years of experience</td> <td>2</td> </tr> <tr> <td>2 years of experience</td> <td>1</td> </tr> <tr> <td>Less than 2 years' experience</td> <td>0</td> </tr> </table> <p>The bidder must provide comprehensive proof and records of previous involvement with adult learning, training, and development, the duration and the number of people trained. The bidder experience will be evaluated per the table below.</p> <p><b>Relevant experience Score</b></p> <table border="1"> <tr> <td>More than 5 previous projects in adult related learning in the health sector</td> <td><b>5</b></td> </tr> <tr> <td>4 previous projects in adult learning</td> <td>4</td> </tr> <tr> <td>3 previous projects in adult learning</td> <td>3</td> </tr> <tr> <td>2 previous projects in adult learning</td> <td>2</td> </tr> <tr> <td>1 previous project in adult learning</td> <td>1</td> </tr> <tr> <td>No previous projects in adult learning</td> <td>0</td> </tr> </table>	More than 10 years of experience	5	6-10 years of experience	4	3-5 years of experience	3	2 – 3 years of experience	2	2 years of experience	1	Less than 2 years' experience	0	More than 5 previous projects in adult related learning in the health sector	<b>5</b>	4 previous projects in adult learning	4	3 previous projects in adult learning	3	2 previous projects in adult learning	2	1 previous project in adult learning	1	No previous projects in adult learning	0	15	25
More than 10 years of experience	5																											
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			10																									

Criteria	Sub- criteria	Measure	Sub-weight	Weight			
7.2 Key personnel	The bidder must have key management, professional and skilled personnel with emphasis on the skills and experience in health and adult learning approaches of the project:	<p>The bidder must provide; Signed CVs of team members comprising of the following;</p> <ul style="list-style-type: none"> <li>• 1 Team leader per province</li> <li>• 1 Project manager per province</li> <li>• 2 clinically trained persons per district</li> <li>• 2 ICT technician-trained persons per district</li> <li>• Training core personnel</li> </ul> <p>The team members are permanently employed, proof of a contractual relationship between the team members and the bidding organisation must be provided. If no current contractual agreement is in place, a letter of commitment from each team member should be included, covering the duration of the proposed contract period.</p> <p>Each team member will be evaluated on experience, qualifications and skills.</p>		30			
	The bidder must provide a team leader with experience in managing a team in concluding similar or related implementation projects in the public health sector.	<p><b>Management:</b> The Team Leader must have working experience and knowledge of District Health, with 10 years of experience in the public health environment, with a relevant qualification.</p> <table border="1"> <tr> <td>10 years or more of experience in the public health district health environment with a relevant qualification</td> <td>5</td> </tr> <tr> <td>Above 5 years and below 10 years' experience in the public health sector district health environment with a relevant qualification</td> <td>4</td> </tr> </table>	10 years or more of experience in the public health district health environment with a relevant qualification	5	Above 5 years and below 10 years' experience in the public health sector district health environment with a relevant qualification	4	6
10 years or more of experience in the public health district health environment with a relevant qualification	5						
Above 5 years and below 10 years' experience in the public health sector district health environment with a relevant qualification	4						

Criteria	Sub- criteria	Measure	Sub-weight	Weight												
		<table border="1"> <tr> <td>5 years' experience in the public health sector, district health environment with a relevant qualification</td> <td>3</td> </tr> <tr> <td>3 years and above but below 5 years' experience in the public health sector in the district health environment with the relevant qualification</td> <td>2</td> </tr> <tr> <td>Below 3 years' experience in the public health sector, district health environment, with the relevant qualifications</td> <td>1</td> </tr> <tr> <td>No experience in the public health sector, district health environment, or no relevant qualification</td> <td>0</td> </tr> </table>	5 years' experience in the public health sector, district health environment with a relevant qualification	3	3 years and above but below 5 years' experience in the public health sector in the district health environment with the relevant qualification	2	Below 3 years' experience in the public health sector, district health environment, with the relevant qualifications	1	No experience in the public health sector, district health environment, or no relevant qualification	0						
5 years' experience in the public health sector, district health environment with a relevant qualification	3															
3 years and above but below 5 years' experience in the public health sector in the district health environment with the relevant qualification	2															
Below 3 years' experience in the public health sector, district health environment, with the relevant qualifications	1															
No experience in the public health sector, district health environment, or no relevant qualification	0															
	The bidder must provide a team member per province with a relevant qualification NQF level 7 or higher qualification in project management.	<p><b>Project Manager:</b> If the qualification is accepted, the scoring will be done on the proven years of experience as a Project Manager.</p> <table border="1"> <tr> <td>5 years' experience in project management</td> <td>5</td> </tr> <tr> <td>4 years' experience in project management</td> <td>4</td> </tr> <tr> <td>3 years' experience in project management</td> <td>3</td> </tr> <tr> <td>2 years' experience in project management</td> <td>2</td> </tr> <tr> <td>1 year experience in project management</td> <td>1</td> </tr> <tr> <td>No experience in project management</td> <td>0</td> </tr> </table>	5 years' experience in project management	5	4 years' experience in project management	4	3 years' experience in project management	3	2 years' experience in project management	2	1 year experience in project management	1	No experience in project management	0	6	
5 years' experience in project management	5															
4 years' experience in project management	4															
3 years' experience in project management	3															
2 years' experience in project management	2															
1 year experience in project management	1															
No experience in project management	0															
	The bidder must provide two team members per district with the relevant health science qualification that is registered with a recognised professional body in South Africa, such as HPCSA, SANC or SAPA	<p><b>Professional healthcare provider</b> – If the qualification is accepted, the scoring will be done on the proven relevant years of experience</p> <table border="1"> <tr> <td>5 years' experience as a healthcare provider in district health services</td> <td>5</td> </tr> <tr> <td>4 years' experience as a healthcare provider in district health services</td> <td>4</td> </tr> </table>	5 years' experience as a healthcare provider in district health services	5	4 years' experience as a healthcare provider in district health services	4	6									
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Criteria	Sub- criteria	Measure	Sub-weight	Weight												
		<table border="1"> <tr> <td>3 years' experience as a healthcare provider in district health services</td> <td>3</td> </tr> <tr> <td>2 years' experience as a healthcare provider in district health services</td> <td>2</td> </tr> <tr> <td>1 year's experience as a healthcare provider in district health services</td> <td>1</td> </tr> <tr> <td>No experience as a healthcare provider in district health services</td> <td>0</td> </tr> </table>	3 years' experience as a healthcare provider in district health services	3	2 years' experience as a healthcare provider in district health services	2	1 year's experience as a healthcare provider in district health services	1	No experience as a healthcare provider in district health services	0						
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2 years' experience as a healthcare provider in district health services	2															
1 year's experience as a healthcare provider in district health services	1															
No experience as a healthcare provider in district health services	0															
	The bidder must provide two team members per district with the relevant qualification, A+ and N+ certification/ or an ICT qualification NQF 6, with a related ICT qualification	<p><b>ICT Technician</b> - If the qualification is accepted, scoring will be done according to the years of experience.</p> <table border="1"> <tr> <td>5 years' experience in the ICT field as a technician</td> <td>5</td> </tr> <tr> <td>4 years' experience in the ICT field as a technician</td> <td>4</td> </tr> <tr> <td>3 years' experience in the ICT field as a technician</td> <td>3</td> </tr> <tr> <td>2 years' experience in the ICT field as a technician</td> <td>2</td> </tr> <tr> <td>1 year's experience in the ICT field as a technician</td> <td>1</td> </tr> <tr> <td>No experience in the ICT field as technician</td> <td>0</td> </tr> </table>	5 years' experience in the ICT field as a technician	5	4 years' experience in the ICT field as a technician	4	3 years' experience in the ICT field as a technician	3	2 years' experience in the ICT field as a technician	2	1 year's experience in the ICT field as a technician	1	No experience in the ICT field as technician	0	6	
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2 years' experience in the ICT field as a technician	2															
1 year's experience in the ICT field as a technician	1															
No experience in the ICT field as technician	0															
	The bidder must provide training personnel with certification in adult learning	<p><b>Skilled Training Core Personnel:</b> If the personnel have the relevant certification, the scoring will be done based on the years of experience.</p> <table border="1"> <tr> <td>5 years' experience in adult learning</td> <td>5</td> </tr> <tr> <td>4 years' experience in adult learning</td> <td>4</td> </tr> <tr> <td>3 years' experience in adult learning</td> <td>3</td> </tr> <tr> <td>2 years' experience in adult learning</td> <td>2</td> </tr> <tr> <td>1 year's experience in adult learning</td> <td>1</td> </tr> <tr> <td>No experience in adult learning</td> <td>0</td> </tr> </table>	5 years' experience in adult learning	5	4 years' experience in adult learning	4	3 years' experience in adult learning	3	2 years' experience in adult learning	2	1 year's experience in adult learning	1	No experience in adult learning	0	6	
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1 year's experience in adult learning	1															
No experience in adult learning	0															

Criteria	Sub- criteria	Measure	Sub-weight	Weight												
<b>7.3 Project implementation plan</b>	The bidder must provide a comprehensive project plan to provide the following services under the following aspects, which must be clearly marked. The proposal must cover the following areas: <ul style="list-style-type: none"> <li>• Activities</li> <li>• Output/deliverables</li> <li>• Timeframe</li> <li>• Scheduled project monitoring and reporting</li> </ul>	The bidder must indicate how they will deliver the project outcomes of a digital system roll out without interrupting existing services. Insight into the South African Health environment will be an added advantage.	10	20												
		<b>Project Plan</b>														
		<table border="1"> <thead> <tr> <th>Proposal</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>A comprehensive proposed project plan aligned with the purpose and scope of bid, considering change management principles related to people, processes and technology, with risk mitigations integrated in plan <ul style="list-style-type: none"> <li>• Completion time</li> <li>• Community engagement</li> <li>• Training Plan</li> <li>• Project Cost</li> </ul> </td> <td>5</td> </tr> <tr> <td>A complete proposed project plan aligned with the scope of the bid with minimum risks identified.</td> <td>4</td> </tr> <tr> <td>A complete proposed project plan aligned with the scope of the bid document. Medium risks identified.</td> <td>3</td> </tr> <tr> <td>A complete proposed project plan with high risks.</td> <td>2</td> </tr> <tr> <td>Partial covering of the scope of the bid document with complete project monitoring and evaluation with a no risk mitigation integration</td> <td>1</td> </tr> </tbody> </table>			Proposal	Score	A comprehensive proposed project plan aligned with the purpose and scope of bid, considering change management principles related to people, processes and technology, with risk mitigations integrated in plan <ul style="list-style-type: none"> <li>• Completion time</li> <li>• Community engagement</li> <li>• Training Plan</li> <li>• Project Cost</li> </ul>	5	A complete proposed project plan aligned with the scope of the bid with minimum risks identified.	4	A complete proposed project plan aligned with the scope of the bid document. Medium risks identified.	3	A complete proposed project plan with high risks.	2	Partial covering of the scope of the bid document with complete project monitoring and evaluation with a no risk mitigation integration	1
		Proposal			Score											
		A comprehensive proposed project plan aligned with the purpose and scope of bid, considering change management principles related to people, processes and technology, with risk mitigations integrated in plan <ul style="list-style-type: none"> <li>• Completion time</li> <li>• Community engagement</li> <li>• Training Plan</li> <li>• Project Cost</li> </ul>			5											
		A complete proposed project plan aligned with the scope of the bid with minimum risks identified.			4											
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Criteria	Sub- criteria	Measure	Sub-weight	Weight														
		A comprehensive proposed project plan aligned with the scope of the bid considering change management related to people processes and technology with no risks.	0															
Criteria	Sub- criteria	Measure	Sub-weight	Weight														
	Experience in similar or related projects.	<p>Applicants to submit full details of at least three reliable contactable signed references for projects of a similar/ related scope which were successfully implemented and completed in previous years.</p> <table border="1"> <thead> <tr> <th>Proposal</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>3 or more successfully concluded projects</td> <td>5</td> </tr> <tr> <td>2 successfully concluded and 1 in progress projects</td> <td>4</td> </tr> <tr> <td>2 successfully concluded projects</td> <td>3</td> </tr> <tr> <td>1 successfully concluded and 1 in progress projects</td> <td>2</td> </tr> <tr> <td>1 successfully concluded project</td> <td>1</td> </tr> <tr> <td>No previous projects</td> <td>0</td> </tr> </tbody> </table>	Proposal	Score	3 or more successfully concluded projects	5	2 successfully concluded and 1 in progress projects	4	2 successfully concluded projects	3	1 successfully concluded and 1 in progress projects	2	1 successfully concluded project	1	No previous projects	0	10	
Proposal	Score																	
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2 successfully concluded projects	3																	
1 successfully concluded and 1 in progress projects	2																	
1 successfully concluded project	1																	
No previous projects	0																	
<b>7.4 Capacity and Footprint in geographic space</b>	The bidder must provide core staff to plan for the province and districts, monitor the geospatial area and implement the project activities at the primary healthcare facilities for which the bidder submits this bid.	<p>The bidder must provide a clear personnel distribution of their existing human resources and planned employees who have been committed in this bid for a realistic implementation plan.</p> <table border="1"> <thead> <tr> <th>Distribution</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Provincial team members - 4 or more Team members per district - 4 or more Team members for facility follow-up visits - 4 or more</td> <td>5</td> </tr> </tbody> </table>	Distribution	Score	Provincial team members - 4 or more Team members per district - 4 or more Team members for facility follow-up visits - 4 or more	5	10	25										
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Criteria	Sub- criteria	Measure	Sub-weight	Weight										
		<table border="1"> <tr> <td>Provincial team members - 3 Team members per District - 4 Team members for facility follow-up visits - 3</td> <td>4</td> </tr> <tr> <td>Provincial team members - 2 Team members per district - 3 Team members for facility follow-up visits -2</td> <td>3</td> </tr> <tr> <td>Provincial team members- 1 Team members per district - 2 Team members for facility follow-up visits - 1</td> <td>2</td> </tr> <tr> <td>Provincial 1 Team members per district - 1 Team members for facility follow-up visit - 1</td> <td>1</td> </tr> <tr> <td>No availability of staff to travel and implement the EMR</td> <td>0</td> </tr> </table>	Provincial team members - 3 Team members per District - 4 Team members for facility follow-up visits - 3	4	Provincial team members - 2 Team members per district - 3 Team members for facility follow-up visits -2	3	Provincial team members- 1 Team members per district - 2 Team members for facility follow-up visits - 1	2	Provincial 1 Team members per district - 1 Team members for facility follow-up visit - 1	1	No availability of staff to travel and implement the EMR	0		
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Provincial 1 Team members per district - 1 Team members for facility follow-up visit - 1	1													
No availability of staff to travel and implement the EMR	0													
	The bidder must provide a detailed description of the skills transfer capacity-building close-out plan that will ensure sustainability after rollout in the geographic area.	<table border="1"> <tr> <td colspan="2"><b>Proven skills transfer to cover all stakeholder groups</b></td> </tr> <tr> <td><b>User groups</b></td> <td><b>Score</b></td> </tr> <tr> <td>Provincial EMR champion 2 District EMR champion 3 per sub-district, depending on the number of sub-districts Train the trainers 3 per facility Technical support 3 per sub-district</td> <td>5</td> </tr> <tr> <td>Provincial EMR champion 2 District EMR champion 2 per sub-district, depending on the number of sub-districts Train the trainers 2 per facility Technical support 2 per sub-district</td> <td>4</td> </tr> <tr> <td>Provincial EMR champion 1</td> <td>3</td> </tr> </table>	<b>Proven skills transfer to cover all stakeholder groups</b>		<b>User groups</b>	<b>Score</b>	Provincial EMR champion 2 District EMR champion 3 per sub-district, depending on the number of sub-districts Train the trainers 3 per facility Technical support 3 per sub-district	5	Provincial EMR champion 2 District EMR champion 2 per sub-district, depending on the number of sub-districts Train the trainers 2 per facility Technical support 2 per sub-district	4	Provincial EMR champion 1	3	15	
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Criteria	Sub- criteria	Measure	Sub-weight	Weight
		District EMR champion 1 per sub-district, depending on the number of sub-districts Train the trainers 1 per facility Technical support 1 per sub-district		
		Provincial EMR champion 1 Train the trainers 1 per sub-district Train the trainers 1 per facility Technical support none	2	
		Provincial EMR champion 1  Train the trainers 1 per sub-district Train the trainers, none per facility Technical support none	1	
		No skills transfer planned	0	
<b>Total weight</b>				<b>100</b>
<b>Minimum functionality threshold</b> (failure to meet the minimum threshold will result in your bid not being considered for further evaluation.				<b>70</b>

### 8. Stage 3 - Oral Presentation Evaluation Criteria

CRITERIA	DESCRIPTION	Addressed in the presentation	SUB-WEIGHT	WEIGHT
<b>8.1 Maturity Model of an Information System</b>	The bidder must present their knowledge of a maturity model and the ability to apply the maturity model approach, individually demonstrated for each province or geographic area that the bidder is competing for. Throughout the demonstration, the different elements of an information system,	The bidder must demonstrate knowledge of the following levels of maturity levels in the presentation with specific activities related to each maturity level. <ul style="list-style-type: none"> <li>• Maturity Level 0: Preparation and Governance Setup</li> <li>• Maturity Level 1: Infrastructure Readiness and Provincial Adaptation</li> </ul>		<b>50</b>

CRITERIA	DESCRIPTION	Addressed in the presentation	SUB-WEIGHT	WEIGHT														
	<p>known as hardware, software and connectivity, data, people and processes must be separately addressed.</p>	<ul style="list-style-type: none"> <li>• Maturity Level 2: Operational Readiness and User Training</li> <li>• Maturity Level 3: System Implementation</li> <li>• Maturity Level 4: System Optimisation, Redundancy, and Continuous Improvement</li> </ul> <table border="1" data-bbox="981 469 1606 1126"> <thead> <tr> <th data-bbox="981 469 1417 501">Relevant demonstration</th> <th data-bbox="1417 469 1606 501">Score</th> </tr> </thead> <tbody> <tr> <td data-bbox="981 501 1417 627">Extensive demonstration of applied knowledge and supported activities that include all 5 levels of maturity.</td> <td data-bbox="1417 501 1606 627">5</td> </tr> <tr> <td data-bbox="981 627 1417 753">Demonstration with applied knowledge and limited supported activities that include all 5 levels of the maturity model.</td> <td data-bbox="1417 627 1606 753">4</td> </tr> <tr> <td data-bbox="981 753 1417 847">Demonstrate knowledge of maturity model levels, but not relevant activities</td> <td data-bbox="1417 753 1606 847">3</td> </tr> <tr> <td data-bbox="981 847 1417 1002">Limited knowledge of maturity model levels, with no activities OR random related activities not linked with the maturity model levels.</td> <td data-bbox="1417 847 1606 1002">2</td> </tr> <tr> <td data-bbox="981 1002 1417 1066">Inadequate knowledge with little application</td> <td data-bbox="1417 1002 1606 1066">1</td> </tr> <tr> <td data-bbox="981 1066 1417 1126">Not demonstrated knowledge or activities</td> <td data-bbox="1417 1066 1606 1126">0</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>• The bidder must demonstrate knowledge of information system elements and the impact of the interrelated dependence of</li> </ul>	Relevant demonstration	Score	Extensive demonstration of applied knowledge and supported activities that include all 5 levels of maturity.	5	Demonstration with applied knowledge and limited supported activities that include all 5 levels of the maturity model.	4	Demonstrate knowledge of maturity model levels, but not relevant activities	3	Limited knowledge of maturity model levels, with no activities OR random related activities not linked with the maturity model levels.	2	Inadequate knowledge with little application	1	Not demonstrated knowledge or activities	0	25	
Relevant demonstration	Score																	
Extensive demonstration of applied knowledge and supported activities that include all 5 levels of maturity.	5																	
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CRITERIA	DESCRIPTION	Addressed in the presentation	SUB-WEIGHT	WEIGHT														
		<p>the elements on the maturity model approach and project success.</p> <table border="1" data-bbox="981 320 1606 1193"> <thead> <tr> <th data-bbox="981 320 1417 352">Relevant demonstration</th> <th data-bbox="1417 320 1606 352">Score</th> </tr> </thead> <tbody> <tr> <td data-bbox="981 352 1417 539">Demonstrate extensive knowledge of all 5 information system elements and their interrelated dependencies, and impact on the maturity model level of a geographic area for this project.</td> <td data-bbox="1417 352 1606 539">5</td> </tr> <tr> <td data-bbox="981 539 1417 695">Demonstrate knowledge of all 5 information system elements, all considered for the project, but not linked with the maturity model levels for this project.</td> <td data-bbox="1417 539 1606 695">4</td> </tr> <tr> <td data-bbox="981 695 1417 852">Demonstrate limited knowledge of the information system elements and their impact on the maturity levels of geographic areas for the project.</td> <td data-bbox="1417 695 1606 852">3</td> </tr> <tr> <td data-bbox="981 852 1417 975">Random mention of the information system elements but not related to the maturity model approach</td> <td data-bbox="1417 852 1606 975">2</td> </tr> <tr> <td data-bbox="981 975 1417 1098">Inadequate knowledge of and no demonstration of information system elements and no link with maturity model levels.</td> <td data-bbox="1417 975 1606 1098">1</td> </tr> <tr> <td data-bbox="981 1098 1417 1193">No demonstration of information system elements of maturity model levels</td> <td data-bbox="1417 1098 1606 1193">0</td> </tr> </tbody> </table>	Relevant demonstration	Score	Demonstrate extensive knowledge of all 5 information system elements and their interrelated dependencies, and impact on the maturity model level of a geographic area for this project.	5	Demonstrate knowledge of all 5 information system elements, all considered for the project, but not linked with the maturity model levels for this project.	4	Demonstrate limited knowledge of the information system elements and their impact on the maturity levels of geographic areas for the project.	3	Random mention of the information system elements but not related to the maturity model approach	2	Inadequate knowledge of and no demonstration of information system elements and no link with maturity model levels.	1	No demonstration of information system elements of maturity model levels	0	25	
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Inadequate knowledge of and no demonstration of information system elements and no link with maturity model levels.	1																	
No demonstration of information system elements of maturity model levels	0																	
<b>8.2 Change Management principles for</b>	The bidder must demonstrate their knowledge and ability to implement change management during the project. Align the identified change	<ul style="list-style-type: none"> <li>The bidder must demonstrate their applied knowledge to drive the key steps in change management, defining the change, engaging stakeholders,</li> </ul>		<b>50</b>														

CRITERIA	DESCRIPTION	Addressed in the presentation	SUB-WEIGHT	WEIGHT										
<b>digital transformation</b>	management processes to demonstrate the ability to be compliant with the project scope timeline and project objectives.	communicating effectively, providing training, and monitoring the results.	50											
		<table border="1"> <thead> <tr> <th>Relevant demonstration</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Demonstrate extensive knowledge and realistic ability to drive all 5 key steps of change management within the project timeline with an adequate number of teams/team per geographic area and number of facilities considered.</td> <td>5</td> </tr> <tr> <td>Demonstrate knowledge and an ability to drive all 5 key steps in change management within the project timeline with an adequate number of teams per geographic area.</td> <td>4</td> </tr> <tr> <td>Not able to demonstrate knowledge of key steps in change management due to limited teams to cover more than one district and too many facilities.</td> <td>2</td> </tr> <tr> <td>Did not demonstrate knowledge and ability to implement all key steps in change management with inadequate team capacity.</td> <td>0</td> </tr> </tbody> </table>			Relevant demonstration	Score	Demonstrate extensive knowledge and realistic ability to drive all 5 key steps of change management within the project timeline with an adequate number of teams/team per geographic area and number of facilities considered.	5	Demonstrate knowledge and an ability to drive all 5 key steps in change management within the project timeline with an adequate number of teams per geographic area.	4	Not able to demonstrate knowledge of key steps in change management due to limited teams to cover more than one district and too many facilities.	2	Did not demonstrate knowledge and ability to implement all key steps in change management with inadequate team capacity.	0
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		Demonstrate knowledge and an ability to drive all 5 key steps in change management within the project timeline with an adequate number of teams per geographic area.			4									
Not able to demonstrate knowledge of key steps in change management due to limited teams to cover more than one district and too many facilities.	2													
Did not demonstrate knowledge and ability to implement all key steps in change management with inadequate team capacity.	0													
<b>Total weight</b>		<b>100</b>		<b>100</b>										
<b>Minimum functionality threshold</b> (failure to meet the minimum threshold will result in your bid not being considered for further processing.			<b>70</b>											

## 9. Bid pricing evaluation

### 9.1 Price evaluation criteria

#### 9.1.1 Price points scoring system

In line with the PPPFA requirements, this bid will be evaluated in accordance with the following preferential points scoring system (please mark with "X"):

80/20 scoring system	90/10 scoring system
X	

The table below depicts the point allocation for HDI.

The specific goals allocated points in terms of this tender	Number of points allocated (80/20 system) (To be completed by the organ of state)	Percentage ownership equity (To be completed by the tenderer)	Number of points claimed (80/20 system) (To be completed by the tenderer)
HDI	8		
Women	6		
People with Disabilities	2		
Promotion of SMMEs	2		
*The empowerment of the workforce by standardizing the level of skills and knowledge of workers	2		

**\* Points (2) for the promotion of others' RDP goals can be claimed by a comprehensive skills transfer plan to be submitted as part of the technical proposal.**

To safeguard the integrity of the bidding process, the technical and financial proposals **must be submitted in separate sealed envelopes**, as per “National Treasury: Supply Chain Management a guide for Accounting Officers / Authorities, 2004”, section 5.9.4.

**Note:**

- **SOUTH AFRICAN PRICING.** The total price must be **VAT inclusive** and be quoted in South African Rand (ZAR).
- **TOTAL PRICE**
- All quoted prices are the total price for the entire scope of required services and deliverables to be provided by the bidder.
- The cost of transport, accommodation, labour, and other S&T must be included in this bid.
- If there are any additional costs, these must be clearly specified.
- Bidder must complete the pricing as per the table below.
- Line Prices are all VAT EXCLUDING, and the TOTAL PRICE is VAT INCLUSIVE

**9.2 Pricing per facility, per province**

No	Service description	Total number of facilities per province	Price Per Facility ( Rate per day )	Price ( 3 days per facility)	TOTAL PRICE (3 days per facility by total number of facilities per province
1.	Eastern Cape	779			
2.	Northern Cape	161			
3.	Limpopo	476			
4.	Mpumalanga	289			
5.	Gauteng	372			
6.	Free State	216			
7.	North West Province	312			
8.	Kwa Zulu Natal	608			
9.	<b>SUBTOTAL (VAT Excl.)</b>				
10.	<b>% VAT</b>				
11.	<b>BID TOTAL (VAT Incl.)</b>				

**Price (VAT Inclusive).** It is the responsibility of each bidder to ensure that all applicable taxes are included in the offer. Bidders must ensure that they factor in VAT for offers of R1 million and above, as it is a compulsory requirement of the VAT Administration Act. If an entity not registered as a VAT vendor is awarded a contract, it is expected to register for VAT within 21 days of being awarded a contract and produce such proof of registration to the employer.

**As a rule, the NDoH is not responsible for making a payment towards VAT on bidders that were awarded contracts without the inclusion thereof at the time of bid closure.**

**DRAFT**