



social development

Department:
Social Development
REPUBLIC OF SOUTH AFRICA

Private Bag X901, Pretoria, 0001

Enquiries: Z Mantantana, Email: ZolisaM@dsd.gov.za

Sir/Madam

**APPOINTMENT OF A PANEL OF SERVICE PROVIDERS TO PERFORM INTERNAL AUDIT
(IA) SERVICES AS AND WHEN NECESSARY FOR A PERIOD OF THREE YEARS.**

1. Tender No: **SD02/2023**
2. Closing Date: 23 June 2023 at 11:00,
3. Non-compulsory Briefing session date: 13 June 2023
4. Validity of the bid is 120 days from the closing date
5. The following documents form part of this invitation for a proposal:
 - SBD1: Invitation to bid
 - SBD3.3: Pricing Schedule
 - SBD4: Declaration of Interest
 - SBD6.1: Preference points Claim Form
6. **All the documents accompanying this invitation must please be completed in detail, where applicable and returned with your Bid.**
7. Please make sure that your bid reaches this office before the closing time and date
8. When submitting your bid, the following information must appear on the sealed envelope:
 - i. Name and address of the Bidder
 - ii. Bid number
 - iii. Closing Date
9. This envelope can be placed in the Bid box in the foyer at HSRC Building, 134 Pretorius Street, Pretoria

Kind regards

DIRECTOR: SUPPLY CHAIN MANAGEMENT

DATE: 31/05/2023

PART A INVITATION TO BID

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (NATIONAL DEPARTMENT OF SOCIAL DEVELOPMENT)					
BID NUMBER:	SD02/2023	CLOSING DATE:	23/06/2023	CLOSING TIME:	11:00
DESCRIPTION	APPOINTMENT OF A PANEL OF SERVICE PROVIDERS TO PERFORM INTERNAL AUDIT (IA) SERVICES AS AND WHEN NECESSARY FOR A PERIOD OF THREE YEARS				
THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).					

BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX
SITUATED AT HSRC Building, 134 Pretorius Street, Pretoria

SUPPLIER INFORMATION

NAME OF BIDDER					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		
CELLPHONE NUMBER					
FACSIMILE NUMBER	CODE		NUMBER		
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER					
	TCS PIN:		OR	CSD No:	
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE [TICK APPLICABLE BOX]	<input type="checkbox"/> Yes			B-BBEE STATUS LEVEL SWORN AFFIDAVIT	<input type="checkbox"/> Yes
	<input type="checkbox"/> No				<input type="checkbox"/> No
IF YES, WHO WAS THE CERTIFICATE ISSUED BY?					
AN ACCOUNTING OFFICER AS CONTEMPLATED IN THE CLOSE CORPORATION ACT (CCA) AND NAME THE APPLICABLE IN THE TICK BOX	<input type="checkbox"/>	AN ACCOUNTING OFFICER AS CONTEMPLATED IN THE CLOSE CORPORATION ACT (CCA)			
	<input type="checkbox"/>	A VERIFICATION AGENCY ACCREDITED BY THE SOUTH AFRICAN ACCREDITATION SYSTEM (SANAS)			
	<input type="checkbox"/>	A REGISTERED AUDITOR			
		NAME:			

[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/SWORN AFFIDAVIT (FOR EMEs & QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]

ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ENCLOSE PROOF]	ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ANSWER PART B:3 BELOW]
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SIGNATURE OF BIDDER		DATE	
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CAPACITY UNDER WHICH THIS BID IS SIGNED (Attach proof of authority to sign this bid; e.g. resolution of directors, etc.)			
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TOTAL NUMBER OF ITEMS OFFERED			
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BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO:	TECHNICAL INFORMATION MAY BE DIRECTED TO:
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DEPARTMENT/ PUBLIC ENTITY	CONTACT PERSON
CONTACT PERSON	TELEPHONE NUMBER
TELEPHONE NUMBER	FACSIMILE NUMBER
FACSIMILE NUMBER	E-MAIL ADDRESS
E-MAIL ADDRESS	

PART B

TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:

- 1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
- 1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED--(NOT TO BE RE-TYPED) OR ONLINE
- 1.3. BIDDERS MUST REGISTER ON THE CENTRAL SUPPLIER DATABASE (CSD) TO UPLOAD MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS; AND BANKING INFORMATION FOR VERIFICATION PURPOSES). B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION.
- 1.4. WHERE A BIDDER IS NOT REGISTERED ON THE CSD, MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS MAY NOT BE SUBMITTED WITH THE BID DOCUMENTATION. B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION.
- 1.5. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER LEGISLATION OR SPECIAL CONDITIONS OF CONTRACT.

2. TAX COMPLIANCE REQUIREMENTS

- 2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
- 2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VIEW THE TAXPAYER'S PROFILE AND TAX STATUS.
- 2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) OR PIN MAY ALSO BE MADE VIA E-FILING. IN ORDER TO USE THIS PROVISION, TAXPAYERS WILL NEED TO REGISTER WITH SARS AS E-FILERS THROUGH THE WEBSITE WWW.SARS.GOV.ZA.
- 2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS TOGETHER WITH THE BID.
- 2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE PROOF OF TCS / PIN / CSD NUMBER.
- 2.6 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.

3. QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS

- | | |
|--|--|
| 3.1. IS THE BIDDER A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| 3.2. DOES THE BIDDER HAVE A BRANCH IN THE RSA? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| 3.3. DOES THE BIDDER HAVE A PERMANENT ESTABLISHMENT IN THE RSA? | <input type="checkbox"/> YES <input type="checkbox"/> NO |
| 3.4. DOES THE BIDDER HAVE ANY SOURCE OF INCOME IN THE RSA? | <input type="checkbox"/> YES <input type="checkbox"/> NO |

IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN, IT IS NOT A REQUIREMENT TO OBTAIN A TAX COMPLIANCE STATUS / TAX COMPLIANCE SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 ABOVE.

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

PRICING SCHEDULE
(Professional Services)

BID NO: SD02/2023	CLOSING TIME 11:00 ON 23 June 2023
NAME OF SERVICE PROVIDER:	

OFFER TO BE VALID FOR 120 DAYS FROM THE CLOSING DATE OF BID.

ITEM NO	DESCRIPTION	BID PRICE IN RSA CURRENCY INCLUSIVE OF <u>VAVULE ADDED TAX</u>
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APPOINTMENT OF A PANEL OF SERVICE PROVIDERS TO PERFORM INTERNAL AUDIT (IA) SERVICES AS AND WHEN NECESSARY FOR A PERIOD OF THREE YEARS.

1. The accompanying information must be used for the formulation of proposals.
2. Bidders are required to indicate a ceiling price based on the total estimated time for completion of all phases and including all expenses inclusive of all applicable taxes for the project.

R.....
3. PERSONS WHO WILL BE INVOLVED IN THE PROJECT AND RATES APPLICABLE (CERTIFIED INVOICES MUST BE RENDERED IN TERMS HEREOF)
4. PERSON AND POSITION

HOURLY RATE

DAILY RATE

R.....

R.....

R.....

R.....

R.....
5. PHASES ACCORDING TO WHICH THE PROJECT WILL BE COMPLETED, COST PER PHASE AND MAN-DAYS TO BE SPENT

R..... days

R..... days

R..... days

R..... days

5.1 Travel expenses (specify, for example rate/km and total km, class of airtravel, etc). Only actual costs are recoverable. Proof of the expenses incurred must accompany certified invoices.

DESCRIPTION OF EXPENSE TO BE INCURRED	RATE	QUANTITY	AMOUNT
.....	R.....
.....	R.....
.....	R.....
.....	R.....
TOTAL: R.....			

Name of Bidder:

- 5.2 Other expenses, for example accommodation (specify, eg. Three star hotel, bed and breakfast, telephone cost, reproduction cost, etc.). On basis of these particulars, certified invoices will be checked for correctness. Proof of the expenses must accompany invoices.

DESCRIPTION OF EXPENSE TO BE INCURRED	RATE	QUANTITY	AMOUNT
.....	R.....
.....	R.....
.....	R.....
.....	R.....

TOTAL: R.....

6. Period required for commencement with project after acceptance of bid
.....
7. Estimated man-days for completion of project
.....
8. Are the rates quoted firm for the full period of contract? *YES/NO
9. If not firm for the full period, provide details of the basis on which adjustments will be applied for, for example consumer price index.
.....
.....
.....
.....

Any enquiries regarding bidding procedures may be directed to the –

Ms. Z Mantantana
Email: ZolisaM@dsd.gov.za

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

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

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

2. Bidder's declaration

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

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

Full Name	Identity Number	Name of State institution

2.2 Do you, or any person connected with the bidder, have a relationship

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

with any person who is employed by the procuring institution? **YES/NO**

2.2.1 If so, furnish particulars:

.....

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

2.3.1 If so, furnish particulars:

.....

3 DECLARATION

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

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

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

institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.

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

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

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

.....
Signature	Date
.....
Position	Name of bidder

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

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

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

1. GENERAL CONDITIONS

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

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

1.2 To be completed by the organ of state

a) The applicable preference point system for this tender is the 80/20 preference point system.

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

- (a) Price; and
- (b) Specific Goals.

1.4 To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

	POINTS
PRICE	
SPECIFIC GOALS	
Total points for Price and SPECIFIC GOALS	100

1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.

1.6 The organ of state reserves the right to require of a tenderer, either before a tender is

adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

2. DEFINITIONS

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

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

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

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

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

Where

Ps = Points scored for price of tender under consideration
Pt = Price of tender under consideration
Pmin = Price of lowest acceptable tender

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

3.2.1. POINTS AWARDED FOR PRICE

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

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

Where

- Ps = Points scored for price of tender under consideration
Pt = Price of tender under consideration
Pmax = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

- 4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:
- 4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—
- (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
 - (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,
- then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.

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

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

Note to tenderers: The tenderer must indicate how they claim points for each

preference point system.)

The specific goals allocated points in terms of this tender	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (80/20 system) (To be completed by the tenderer)
Organisations which are 51% owned black people who are women	5	
Organisations which are 51% owned black people which are youth	5	
Organisations which are 51% owned by black people living in rural or underdeveloped areas or townships	5	
Organisations which are owned by People with disabilities	5	

DECLARATION WITH REGARD TO COMPANY/FIRM

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

4.4. Company registration number:

4.5. TYPE OF COMPANY/ FIRM

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

[TICK APPLICABLE BOX]

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

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
 - (a) disqualify the person from the tendering process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution, if deemed necessary.

.....	
SIGNATURE(S) OF TENDERER(S)	
SURNAME AND NAME:
DATE:
ADDRESS:

P.O. Box X 901, Pretoria, 0001, 134 Pretoria Street, HSRC Building, Pretoria, Tel: (012) 312 7552 /7066

TERMS OF REFERENCE

APPOINTMENT OF A PANEL OF SERVICE PROVIDERS TO PERFORM INTERNAL AUDIT (IA) SERVICES AS AND WHEN NECESSARY FOR A PERIOD OF THREE YEARS

1. INTRODUCTION

1.1. Section 3.2.11 of the Treasury Regulations for departments, trading entities, constitutional institutions and public entities Issued in terms of the PFMA 1999 of 2005 states that the internal audit function must assist the accounting officer in maintaining efficient and effective controls by evaluating those controls to determine their effectiveness and efficiency, and by developing recommendations for enhancement or improvement. The controls subject to evaluation should encompass the following:

- a) The information systems environment;
- b) The reliability and integrity of financial and operational information;
- c) The effectiveness of operations;
- d) Safeguarding of assets; and
- e) Compliance with laws, regulations and controls.

1.2. National Department of Social Development transfers 99.6% of the total annual budget of R 257 billion to 3 Entities and in terms of the Division of Revenue Act the transferring officer (Accounting Officer) must monitor information on the financial and non-financial performance of programmes funded by an allocation.

1.3. In order for the department (DSD) to implement its constitutional mandate efficiently and effectively, the National department established 6 entities namely:

- a) South African Social Security Agency (SASSA) – Schedule 3A
- b) National Development Agency (NDA) - Schedule 3A
- c) Central drug Authority (CDA)

- d) Disaster Relief Fund
- e) Inspectorate for Social Assistance
- f) South African Council for Social Services Professionals (ISACSSP)

1.4. Paragraph 3.6.1 **Outsource or Co-Source** of Internal Audit Activity (IAA) of the National Treasury: Internal Audit Framework states that the IAA may be outsourced where the organisation requires capacity to develop its internal capacity and is deemed to be cost effective. Outsourcing should comply with supply chain management process. Where the IAA is outsourced, oversight and responsibility for the IAA cannot be outsourced. The CAE should manage the outsourced function. Consideration for evaluating sourcing alternatives:

- Available resources: the organisation may not have sufficient resources (financial, physical, human etc.) to establish an in-house IAA. Outsourcing should be considered when it is cost effective for the organisation;
- Size of the organisation: both large and small organisations may need to take advantage of outsourcing alternatives. Common reasons include temporary staff shortages, speciality skills, special audit project work and supplementary staff to meet deadlines; and
- Skills transfer: skills transfer implementation plan should be developed to ensure that the IA staff members are capacitated and their skills enhanced throughout the process.

2. BACKGROUND

- 2.1. The Department of Social Development has an in-house Internal Audit Directorate, which is established in terms of the requirements of the PFMA and the Treasury Regulations. The Directorate Internal Audit functionally reports to the Audit Committee and administratively to the Accounting Officer.
- 2.2. The Directorate Internal Audit has fourteen (14) staff in the establishment, with five (5) Sub-Directorates (Compliance audits, Performance Audits, Governance Audits, Finance Audits and Information Technology audits) and each headed by a Deputy Director.
- 2.3. The Directorate utilises an electronic audit management tool (Teammate system) to document and administer its audit work and also uses an Audit Command Language (ACL) as a data analytics tool.

2.4. The mandate of the Directorate is to provide assurance and consulting services to the Department on the adequacy, effectiveness and efficiency of systems of internal controls, risk management, governance processes so as to ensure that the goals and objectives of the department are achieved.

2.5. Assist management and Audit Committee of the DSD in the effective discharge of their responsibilities by providing assurance on various organisational processes, plans and programmes; thus, furnishing them with analysis, appraisals, recommendations, advice, and information concerning the activities reviewed and by promoting adequate and effective controls in a manner to ensure, amongst others that:

- Risks are appropriately identified and managed;
- Interaction with various governance groups occurs as needed;
- Significant financial, managerial, operating information is accurate, reliable and timely;
- Employees actions are in compliance with policies, norms and standards of the department, procedures, applicable laws and regulations;
- Resources are acquired economically, used efficiently, and adequately protected;
- Programs, plans and, objectives are achieved;
- Quality and continuous improvement is fostered in the control processes; and
- Significant legislative and regulatory issues impacting the department are recognised and addressed appropriately.

2.6. The department does not have a dedicated forensic investigation unit responsible for amongst other investigations on any allegations of misappropriations of the department financial and non-financial resources, including other anti-fraud and corruption activities.

3. OBJECTIVE

3.1 In an effort to fulfil its mandate the Chief Directorate: Internal Audit Services would like to appoint a panel of service providers to adequately capacitate the current staff within the unit and transfer the skills to the internal audit staff to improve the value add of services performed by internal audit, and provide speciality skills within the unit to assist with necessary knowledge, skills, expertise and tools as and when required.

3.2. The objectives for the appointment of a panel of forensic investigation service providers is to secure technical and investigative support to the Department, in conducting proactive and re-active forensic investigation into alleged or suspected fraud and corruption.

4. SCOPE OF WORK

4.1.1. INTERNAL AUDIT AND RELATED PROJECTS

The successful bidders to be appointed to the Panel will fulfil to render internal audit services on a wide range of areas which will be determined by the Department. The services that will be required from the bidders will range between the following while this is not exhaustive list:

- Information Technology Audits (General control review, Application controls review)
- Performance Auditing (Assessment of the economy, efficiency and effectiveness of resources)
- Audit of Performance Information/ Predetermine Objectives
- Financial audits (Review of financial controls, policies and procedures and Review of Interim and Annual Financial Statements)
- Compliance with laws and regulations; (Policies and procedures)
- Quality Assurance Reviews (Review of Internal audit function in terms of the IIA and Periodic self-assessments)
- Operational Audits (Core services audits)
- Governance audits
- Understanding of corporate governance matters in terms of entity oversight
- Continuous auditing and data analytics reviews
- Forensic auditing services where required
- Ad-hoc projects and consulting services as requested by management and/ audit committee.

4.1.2. Forensic investigation

The Department intends appointing suitable Forensic investigation service providers who will provide assistance to the Department with the investigation and resolution of complaints/ cases, including the following:

- Ascertain whether there is substance into allegations of fraud and corruption that are reported to the DSD, as and when required to do so.
- The successful bidder shall work in conjunction with the Director: Special Investigations (Director), on the pre-screening and planning of the phases of the investigation process.
- All intellectual property including audit reports, investigation reports, plans and other supporting documents will be the property of the Department.

- All information obtained from the Department and through forensic investigations shall be regarded as confidential and as such, be handled appropriately as required by the Minimum Information Security Standards (MISS) policy.
- Project allocations will be done on a rotational basis amongst the appointed services providers based on quotations.
- The service providers to be appointed will be utilised on a need basis (as when their services are required for the duration of the contract) in the execution of the specific projects.
- Performing forensic investigation services;
- Profiling and imaging of suspect;
- Performing conflict of interest reviews;
- Compiling evidence file/s supporting the investigation reports;
- Assisting with representing the department in court cases;
- Conducting interviews(where necessary) with Department of Social Development staff to understand the Department of Social Development systems and processes;
- Utilising the latest available technology or specialized systems to image relevant computers, interrogate Department of Social Development systems, download and analyse the relevant electronic data;
- The service provider will be required to attend monthly meetings and present monthly progress reports ; and
- Provide investigation reports on the factual findings and advise the Department of the recommended intervention and/ or course of action relating to strengthening of controls to prevent the recurring of alleged or suspected fraud and corruption.

4.2. Bidders are not limited to the above should indicate their various expertise in their proposals.

4.3. The Chief Audit Executive(CAE) or his delegate will facilitate and coordinate the projects to be performed by the service providers.

5. OUTPUT REQUIRED/ DELIVERABLES

It is expected that at least each audit engagement should consist of the following;

5.1. Planning: Engagement Letter; Minutes of opening meeting; Resource allocations (Audit Planning Memorandum); Budget approval; Pre-engagement activities / Questionnaire;

Declaration of Interest; System Description; walkthrough; Risk and Control Matrix; Audit Program;

- 5.2. Execution: Working Paper and Appendices of Working Paper; Client Satisfaction Survey; Minutes of Closing meeting;
- 5.3. Reporting: Draft and Final Internal Audit reports with recommendation, management comments, action plan and implementation date.
- 5.4. Complete and signed off working papers which meet the International Standards for the Professional Practice of Internal Auditing (Standards).
- 5.5. Evidence of skills transfer performed/ indication of skills transfer to the internal audit staff.
- 5.6. Ongoing Quality Assurance reviews for each audit engagement.
- 5.7. The successful bidder/s shall submit a comprehensive investigation plan with detailed information on resources to be allocated to each investigation project.
- 5.8. The successful bidder must also be able and willing to provide monthly progress reports, in line with the deliverables as agreed upon in the comprehensive investigation plan, to the Accounting Officer and Audit Committee of the Department.
- 5.9. The service provider/s must issue an electronic final report and a hard-copy (with supporting documents) to the Director based on the work done and the factual findings, with recommendations, per investigation conducted.

6. QUALITY ASSURANCE REVIEWS OF THE WORK

- 6.1 .Assignments are to be performed in accordance with the International Standards for the Professional Practice of Internal Auditing (Standards).
- 6.2 .Compliance with the 'IA standards will be evaluated through conducting periodic reviews and External Quality Assurance review by the Department as per standards thereof complying with the standards is paramount for all the work executed.

6.3 .Where necessary assisting the in-house internal audit with the quality assurance and improvement program and assess its state of readiness for an external quality assurance review (QAR).

7. DURATION OF THE CONTRACT AND PROJECT ALLOCATIONS

7.1. The appointment, of suitable service provider/s, shall be for a period of three (3) years and will commence as agreed in terms of the service level agreement. Work will be carried out as and when required and in accordance with the approved three year rolling and annual internal audit operational audit plan. The successful service providers are expected to sign service level agreements (contract) effective from the date of the appointment. The successful bidder will be assessed and performance reviewed on allocated projects.

7.2. The department is intending to appoint a panel of service providers/ companies and the panel will include service providers that specialise in other services like Forensic Investigations etc.

7.3. Project allocations will be done on a rotational basis amongst the appointed service providers based on quotations in compliance with supply chain management policy and applicable regulations.

7.4. The service providers to be appointed will be utilised on a need basis (as and when their services are required for the duration of the contract) in the execution of the specific projects

8. CONTENT OF BID PROPOSAL

The content of the bid should contain the following information:

8.1. Background and profile of the bidder.

8.2. The bidding company must be in existence for at least 5 years with years' relevant experience in delivering the required internal audit services.

8.3. Forensic investigation experience for at least 5 years. The qualifications and experience required from the experts will depend on the type, scope and nature of the forensic investigation assigned by the Department. Generally three categories of experts will be considered as follows:

- **Category 1 - Partner** - Highly qualified experts, possessing relevant university qualifications and assuming or having assumed important responsibilities in their area of specialization and they must have at least 12 years of professional experience in their area of specialization.
- **Category 2 - Investigation Manager** - Qualified experts, possessing relevant university qualifications and a good knowledge of the DSD Sector. They must have at least six years' professional experience, including experience of leading a multidisciplinary forensic investigation team.
- **Category 3 - Senior Forensic Investigators** - Qualified experts possessing relevant university qualifications and at least three years' professional experience of the DSD Sector.

The Service provider must provide curriculum vitae for every expert proposed for each phase of the assignment. If and when special expertise in a specific area of the assignment is required this will be indicated in the specific terms of reference for the phase of the assignment concerned.

- 8.4. The successful bidder/s shall commit to the transfer of skills to the internal audit staff based on a skills transfer plan .
- 8.5. A summary of the relevant work experience the service provider/s has undertaken with credible/ verifiable list and signed testimonial/references on an official letter including the nature, period, outcome of the completed project/s (**COMPLETE ANNEXURE A**);
- 8.6. An organogram or list of partners, senior managers, managers, senior consultants, consultants, specialist together with the current curriculum vitae of the resources (personnel) assigned to the various types / nature of assignments (IT audits, Performance Audits, Assurance Audits and forensic investigation) that will be assigned to the Department, for the duration of the assignment (**COMPLETE ANNEXURE B**); (**attach CV, certified Qualifications, etc.**)
- 8.7. The key staff should be composed of lead partner/ Director, one senior manager, one manager and two senior consultant/ internal auditors per the type/nature of assignment.
- 8.8. The key staff should have extensive knowledge in internal audit in public and private sector.

- 8.9. Appropriate Qualification Profile in Internal Audit, Accounting, Auditing, IT Audits(including Security Audit), Accounting, Finance, (Diploma/ Degree, Honors, Masters, PhD or Doctoral Qualification);
- 8.10. Team member's Professional Qualifications such as CIA/CISA/CA(SA),CFE (**certified proof to be attached**).
- 8.11.Appropriate evidence of professional registrations, professional memberships associations must be provided (IIASA, SAICA, ISACA, SAIGA, ACFE) certified proof to be attached.
- 8.12.The service providers should provide details of all the office location of the company. (**COMPLETE ANNEXURE C**);
- 8.13.Provide a comprehensive methodology to be applied in execution of the assignment/ projects, to be conducted.
- 8.14. All prospective bidders should submit a quality assurance review (QAR) report for work done at either the firm level and/or one partner(clients) they served who received general conformance(GC).
- 8.15. All prospective bidders' tariffs shall be in accordance with the Guideline on Fees for Audits done on behalf of the Auditor-General South Africa (AGSA) issued by the South African Institute of Chartered Accountants (SAICA). The fees will be fixed for the first year of the appointment and will be adjusted in accordance to the same guidelines of fees for audits done on behalf of the Auditor-General.

9. SPECIAL CONDITIONS

- 9.1. The service provider/s must guarantee the presence of senior personnel who will be in charge of each team tasked with projects throughout the duration of each assignment.
- 9.2. If the senior personnel has to leave the project, the personnel would be expected to give the Department a one month notice which would be utilized to work with his/ her replacement (another senior personnel with similar expertise and relevant years of experience) in order to do a proper hand over and ensure continuity.
- 9.3. Team members assigned may not be changed without consulting the DSD and provision of a replacement with similar expertise and years of relevant experience.

- 9.4. The Department is not bound to accept any of the bids submitted and reserves the right to withdraw or amend these special conditions of contract and terms of reference by notice in writing to all parties concerned.
- 9.5. It should be noted that being appointed as a panel member does not guarantee that work will be allocated to the service providers concerned because work will be allocated based on quotations.
- 9.6. Where during the project allocation or appointment the department deems there is possible or potential conflict of interest the department reserve the right not to allocate such projects to the set service provider/s.
- 9.7. The service provider and/ or company including the individuals who will be assigned to work on these projects have to obtain a security clearance from State Security Agency (SSA). If not, they will be subjected to a security vetting process by or through the Department or its relevant stakeholders.
- 9.8. The appointment of the service provider will be linked to a Service Level Agreement which will guide how the parties should work together.
- 9.9. All materials, documents and working papers used by/ made available to the appointed service provider(s) remain the property of the Department and shall be handed over to the department when required or immediately on termination of the contract.
- 9.10. All information obtained as a result of undertaking the assignments shall be treated in strict confidentiality it requires.
- 9.11. Service providers are expected to adhere to the acceptable practices and/ or set standards as prescribed by the Professional Ethical Standards.
- 9.12. All personnel nominated to work on this assignment will be required to sign a Declaration of Interest forms.
- 9.13. The successful service provider/s will be expected to utilize their own licensed/ legal and registered audits software tools [data analytics (Audit Command Language), teammate — electronic working paper tool] which are currently used by the in-house Directorate Internal Audit.

- 9.14. Prospective bidders will be required to include the Internal Audit personnel in their project team in performing engagements, and to put in place an effective programme for transfer of skills to internal personnel. The set programme will be agreed with the Chief Audit Executive (CAE) or his delegate.
- 9.15. Bidders failing to complete and date relevant attached SBD forms will be disqualified and not be evaluated any further.
- 9.16. Bidders failing to complete, date and provide relevant proof to claim points for specific goals in terms of SBD 6.1 will not be awarded any points.

10. EVALUATION CRITERIA

10.1 EVALUATION FOR INTERNAL AUDIT AND RELATED PROJECTS

CRITERIA	SUB-CRITERIA	SCORING SCALE	HIGHEST POSSIBLE SCORE (MAXIMUM)	WEIGHT
Relevant qualification of the team members and professional registration [Refer to paragraph 8.8, 8.9 & 8.10]	<u>Qualifications:</u> Partners, Directors	<ul style="list-style-type: none"> • National Diploma (<i>points 2</i>) • Bachelor's Degree (<i>Points 4</i>) • Post Graduate Diploma/Honours (<i>points 6</i>) • Masters Qualifications (<i>points 8</i>) • Additional Qualifications (Doctoral/PhD/ (<i>points 10</i>) 	10	35
	<u>Qualifications</u> Senior Managers, Managers	<ul style="list-style-type: none"> • National Diploma (<i>points 2</i>) • Bachelor's Degree (<i>Points 4</i>) • Post Graduate Diploma/Honours (<i>points 6</i>) • Masters Qualifications (<i>points 8</i>) • Additional Qualifications (Doctoral/PhD/ (<i>points 10</i>) 	10	
	<u>Qualifications:</u> Consultants, Senior Consultant	<ul style="list-style-type: none"> • National Diploma (<i>points 1</i>) • Bachelor's Degree (<i>Points 2</i>) • Post Graduate Diploma/Honours (<i>points 3</i>) 	5	

CRITERIA	SUB-CRITERIA	SCORING SCALE	HIGHEST POSSIBLE SCORE (MAXIMUM)	WEIGHT
Level of experience and expertise of the team allocated [Refer Annexure B]		<ul style="list-style-type: none"> • Masters Qualifications (points 4) • Additional Qualifications (Doctoral/PhD/ (points 5) 		
	Relevant qualification of the team members (CIA/CA (SA)/CISA/CISP/CISM)	None - <i>points 0</i> 1-3 Personnel (<i>Points 2</i>) 4-5 Personnel (<i>Points 5</i>) 6-10 Personnel (<i>Points 8</i>) 11+ Personnel (<i>Points 10</i>)	10	
	Appropriate Experience of the Partners (Partners/ Directors)	0-9 (<i>0 points</i>) 10-12 years (<i>points 2</i>) 13-14 years (<i>points 4</i>) 15-16 years (<i>points 6</i>) 17-19 years (<i>points 8</i>) 20+ years (<i>points 10</i>)	10	
	Appropriate Experience of the Senior Managers/Managers	1-3 years (<i>points 2</i>) 4-5 years (<i>points 4</i>) 6-7 years (<i>points 6</i>) 8-9 years (<i>points 8</i>) 10+ years (<i>points 10</i>)	10	
				40

CRITERIA	SUB-CRITERIA	SCORING SCALE	HIGHEST POSSIBLE SCORE (MAXIMUM)	WEIGHT
	Appropriate Experience of the staff (Consultants, senior Consultant etc.)	1-3 years (points 1) 4-5 years (points 2) 6-7 years (points 3) 8-9 years (points 4) 10+ years (points 5)	5	
	Relevant expertise of the team specialised area (Performance Information/Predetermined Objectives, Governance audits (Entity Oversight) , Operational audits (Core services), Information Technology, Data Analytics etc.)	<ul style="list-style-type: none"> • None of the expertise (points 0) • One of the expertise Performance Information/Predetermined Objectives, Governance audits (Entity Oversight) , Operational audits (Core services), Information Technology, Data Analytics etc (points 5) • Performance Information and Information Technology or data analytics (points 7) • All expertise Performance Information/Predetermined Objectives, Governance audits (Entity Oversight) , Operational audits (Core services), Information 	10	

CRITERIA	SUB-CRITERIA	SCORING SCALE	HIGHEST POSSIBLE SCORE (MAXIMUM)	WEIGHT
		Technology, Data Analytics etc (<i>Points 10</i>)		
	A track record of company in the provision internal audit services preferable in public sector [attached reference letter from client should be presented on official letterhead from clients where similar services have been provided and should not be older than five (5) years] — refer Annexure A	1-2 projects (<i>points 0</i>) 3-4 projects (<i>points 2</i>) 5-6 projects (<i>points 3</i>) 7-8 projects (<i>points 4</i>) 9-10 projects (<i>points 5</i>)	5	

CRITERIA	SUB-CRITERIA	SCORING SCALE	HIGHEST POSSIBLE SCORE (MAXIMUM)	WEIGHT
Methodology to be used to execute the assignments	Detailed explanation of methodology and process to be adopted to fulfil the assignments, particularly: (Performance Information/Predetermined Objectives, Governance audits (Entity Oversight) , Operational audits (Core services), Information Technology, Data Analytics etc.)	<p><u>Methodology</u></p> <ul style="list-style-type: none"> Methodology not documented (<i>points 0</i>) Methodology documented but the step by step explanation of the process is not clear and covers some of the areas (<i>points 5</i>) Methodology documented clearly indicate step-by-step explanation of the process and covers not all of the areas (<i>points 10</i>) Methodology documented clearly indicate step-by-step explanation of the process, covers two of the areas (<i>points 15</i>) Methodology documented clearly indicate step-by-step explanation of the process and covers all the areas and also very detailed (<i>points 18</i>) 	20	20

CRITERIA	SUB-CRITERIA	SCORING SCALE	HIGHEST POSSIBLE SCORE (MAXIMUM)	WEIGHT
		<u>Skills transfer plan</u> <ul style="list-style-type: none"> Methodology does not clearly detail the skills transfer plan (Points 0) Methodology clearly details the skills transfer plan (points 2) 		
Quality Assurance Review	All prospective bidders should submit a quality assurance review (QAR) report for work done at either the firm level and/or one partner(client) they served who received general conformance(GC).	<u>Skills transfer plan</u> <ul style="list-style-type: none"> None (Points 0) Submitted QAR report (points 5) 	5	5
TOTAL				100

10.2 EVALUATION FOR FORENSIC INVESTIGATION RELATED PROJECTS

CRITERIA	SUB-CRITERIA	SCORING SCALE	HIGHEST POSSIBLE SCORE (MAXIMUM)	WEIGHT
Level of experience and expertise	Relevant experience/ expertise of the proposed team in the field of Forensic Investigation, forensic audit, criminal investigations, criminal prosecution, recovery of losses, cybercrime, notebook analysis, digital fraud, etc.	0-1 year (points 6) 2-4 years (points 12) 5-7 years (points 18) 8-9 years (points 24) 10+ years (points 30)		
	Membership of professional investigative body of the proposed team e.g. Association of Fraud Examiners (ACFE), Institute of Commercial Forensic Practitioners (ICFP).	None - (points 0) 1 year (points 1) 2 years (points 3) 3-4 years (points 4) 5+ years (points 5)	30 5	70

CRITERIA	SUB-CRITERIA	SCORING SCALE	HIGHEST POSSIBLE SCORE (MAXIMUM)	WEIGHT
	<p>A certified track record of successful and timely performance of similar assignments, with credible and verifiable references especially in public sector.</p> <p>Specific experience of the company in Government or Public sector environment (reference attached list)</p>	<p>O- (0 points)</p> <p>1-3 projects (4)</p> <p>4-5 projects (8)</p> <p>6-8 projects (10)</p> <p>8-9 projects (15)</p> <p>10+ projects (20)</p>	20	
	<p>Qualifications of proposed Project/ Team Leader to be deployed to the project.</p> <p>All qualifications listed below:</p> <ul style="list-style-type: none"> • Master's degree (MA) • Degree/Diploma in Forensic Investigation or Cyber Crime, Criminal prosecution (D) • Certificate/s (C) • Matric M 	<p>MA (points 15)</p> <p>D (points 10)</p> <p>C (points 8)</p> <p>M (points 5)</p>	15	
Infrastructural capacity available to fulfil the assignment	<ul style="list-style-type: none"> Investigating Tools and systems (data analytics, etc.) 	<p>None – (points 0)</p> <p>Yes - (points 5)</p>	5	30

CRITERIA	SUB-CRITERIA	SCORING SCALE	HIGHEST POSSIBLE SCORE (MAXIMUM)	WEIGHT
	Detailed explanation of methodology and process to be adopted to fulfil the assignment, particularly:	<ul style="list-style-type: none"> Non-compliance (points 0) Project Management (points 10) Technical & Analytical (points 10) Transfer of skills (points 5) 	25	
	<ul style="list-style-type: none"> Project Management; Technical & Analytical; Transfer of Skills; 			
TOTAL				100

10. EVALUATION

10.1. Bids will be evaluated on functionality and capacity to deliver the services required. A proposal that scores less than **75 points out of 100** in respect of functionality will be regarded as non-responsive and will be disqualified.

10.2 Thereafter, only the qualifying bids will be evaluated in terms of the 80/20 preference points system as contemplated in the Preferential Procurement Regulations 2022, issued in terms of the Preferential Procurement Policy Framework Act (Act 5 of 2000).

10.3 80 points will be used to calculate price only and the 20 points will be awarded to a service provider for specific goals of the Department per SBD 6.1. Included in this tender. Bidders are required to submit certified copies of proof for the preference points claimed for specific goals.

Mr Zolisa Mantantana (**SCM related Enquiries**)

Director: SCM

Tel No: 012 312 7463

E-mail: ZolisaM@dsd.gov.za

Mr Alfred Mudau (**Technical Enquiries**)

Chief Audit Executive

Tel No: 012 312 7304

E-mail: AlfredMo@dsd.gov.za

ANNEXURE A: SUMMARY OF THE WORK EXPERIENCE OF THE COMPANY

No	Client Name	Contact Person	Contact Detail	Scope of work	Project start date and end date (period or year)
1.				E.g. Internal Audit services	
2.				E.g. IT Audit services	
3.				E.g. Performance Audit	
4.				E.g. Forensic Investigations	
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29.						
30.						

ANNEXURE B: PROPOSED TEAM MEMBERS

No	Name of Individual	Qualifications	Position	Area of expertise	Years relevant experience	Membership or Affiliation body certificate (e.g. CISA, CIA, CFE)	Proposed hourly rates
1	E.g. Z Masala	E.g. B Com Internal auditing	E.g. Director	E.g. IT performance audit, data analysis etc	10 years IT 8 years Performance audit 5 years Internal audit experience etc	CISA CIA	E.g. R1500
2	E.g. N Mayalela	E.g. B Com Informatics	Senior manager	E.g. IT		CISA	E.g. R 1200
3	E.g. G Mamba	E.g. M Com Financial Management	Manager	E.g. Finance		CA(SA)	E.g. R 1000
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							

ANNEXURE C: PROVINCIAL FOOTPRINT

No	Province	City (provide physical address)
1		
2		
3		
4		
5		
6		
7		
8		