

TWO-STAGE TENDER:
**DIGITAL TRANSFORMATION PARTNER FOR THE DESIGN,
IMPLEMENTATION AND DELIVERY OF THE IRBA'S DIGITAL
TRANSFORMATION PROGRAMME**

BID NO.	IRBA/03/2026/RFT
CLOSING DATE	15 January 2027 at 12h00 (South African Time)
COMPULSORY BRIEFING SESSION	06 November 2026 at 09h00
ENQUIRIES CLOSING DATE	13 November 2026 at 16h00
BID VALIDITY	250 working days from the closing date

Bidders should note the following with regard to their bid proposals:

- Submit one original hard copy and one duplicate electronic copy on an USB device.
- Kindly note that the bid offers should be submitted as follows:
 - Via hand delivery and be deposited in the tender box on the Ground Floor of Building 2, Greenstone Hill Office Park, Emerald Boulevard, Modderfontein, 1609.
 - The bid number, bidder's name and the return address must appear on the sealed envelope.
 - Any amendment must be clearly marked "Amendment to Bid" and deposited before the closing date and time.
- Bids submitted by email, fax or a similar medium will not be accepted.
- Late bids will not be considered.



MARIUS FOURIE

DIRECTOR: OPERATIONS

DATE: 2026-10-14



⚠ IRBA FRAUD ALERT – IMPORTANT NOTICE TO BIDDERS

The Independent Regulatory Board for Auditors (IRBA) wishes to alert all prospective and current bidders to the existence of fraudulent activities in which individuals falsely impersonate IRBA officials and purport to influence, facilitate or secure favourable procurement outcomes in exchange for a payment, favours or any other form of consideration.

IRBA officials will never request, solicit or accept any payment, inducement, gift or other benefit in exchange for favourable treatment, preferential consideration, or the award of a bid. Any such request should be treated as fraudulent and reported immediately through the reporting channels set out below.

How to Report Suspicious Activity

If you suspect fraudulent activity or receive a communication that appears suspicious, do not engage further and do not make any payment or provide any benefit. The matter should be reported immediately through the following channels:

- Whistle Blowers Hotline: 0800 212 208
- Email: IRBA@whistleblowing.co.za

Your vigilance assists the IRBA in protecting the integrity, fairness and transparency of its procurement processes and promotes public confidence in its operations.

The IRBA does not appoint, authorise or utilise intermediaries, agents or third parties to secure the award of bids on its behalf. Prospective bidders are cautioned against relying on any person claiming to be able to influence procurement outcomes.

Important Note

The IRBA undertakes to keep the information provided herein confidential and to use same solely for the purposes of evaluating the bidder's proposal.

The IRBA reserves the right, at any stage of the procurement process, to disqualify a bidder where, following an assessment by the organisation and based on available evidence, it is determined that the bidder has submitted false, inaccurate or misleading information; engaged in misrepresentation; attempted fraud; or otherwise acted in a manner that compromises or may reasonably be regarded as compromising the integrity, fairness, transparency or lawfulness of the procurement process.

In exercising this right, the IRBA may take into account conduct arising from its previous procurement processes or comparable procurement processes undertaken by other organs of state or public entities. This includes instances where a bidder has previously been disqualified; sanctioned; found to have engaged in conduct involving misrepresentation, attempted fraud, the submission of false or misleading information; or any other conduct that materially compromised the integrity of a procurement process.

The IRBA reserves the right to consider such prior conduct when assessing a bidder's eligibility, responsiveness, integrity, risk profile and overall suitability to participate in this Request for Tender. Where the IRBA reasonably determines that such conduct gives rise to a material procurement, governance, compliance, reputational, financial or operational risk, it may reject the bid, disqualify the bidder or take any other action permitted in terms of applicable legislation, regulations and its procurement policies.

Any assessment undertaken in terms of this provision shall be conducted on a case-by-case basis, having regard to the nature, materiality, severity and relevance of the conduct in question; and in accordance with the principles of fairness, transparency, accountability, procedural justice and lawful procurement.

TABLE OF CONTENTS

SECTION A: GENERAL CONDITIONS OF THE BID	5
1. Confidentiality and Access to Baseline Information	5
2. Enquiries.....	5
3. Compulsory Briefing Session	5
4. Two-Stage Tender Process	6
5. Bid Process Structure	8
6. Minimum Requirements for a Bid	8
7. Clarification, Verification and Supplementation.....	9
8. Bid Validity	9
9. Preparation of the Bid Response	9
10. Requirement to Conclude a Contract	10
11. Contract Period	10
12. Assignment of Obligations, Independence and Conflict of Interest.....	10
13. Disclaimer.....	10
14. Absence of Obligations	11
15. Evaluation Criteria and Points Allocation	11
SECTION B: FUNCTIONAL REQUIREMENTS SPECIFICATIONS	14
1. IRBA Context	14
2. Existing Digital Transformation Baseline.....	14
3. Strategic and Operation Business Requirements	15
4. Digital Transformation Context and Current-State Challenges	15
5. Evaluation Criteria.....	22
APPENDIX A: SUPPORTING INFORMATION	29
Table 1: Checklist for the Tender Submission	29
Table 2: Proposed Key Personnel	30
Table 3: Comparable Project Portfolio	31
Table 4: Assumptions, Dependencies and Information Requirements	32
ANNEXURE A: DECLARATION OF INDEPENDENCE FROM THE AUDITING PROFESSION	33
ANNEXURE B: COMPLIANCE WITH PERSONAL INFORMATION PROCESSING LAWS	34
ATTACHMENTS:	
SBD 1: INVITATION TO BID	
SBD 4: DECLARATION OF INTEREST FORM	
SBD 6.1: PREFERENCE POINTS CLAIM FORM IN TERMS OF THE	
PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT OF 2022	

SECTION A: GENERAL CONDITIONS OF THE BID

The Independent Regulatory Board for Auditors (IRBA) invites suitably qualified and experienced bidders to submit Stage 1 proposals for the appointment of a Digital Transformation Partner to validate, design, implement, integrate, transition and support the IRBA's Digital Transformation Programme in accordance with this Request for Tender (RFT).

All submissions must comply with the requirements and conditions set out in this bid document; and the IRBA reserves the right to accept, reject or negotiate any proposal, in accordance with its procurement policies and applicable regulatory requirements.

1. CONFIDENTIALITY AND ACCESS TO BASELINE INFORMATION

The IRBA will consider this RFT and all related information, either written or verbal, that is provided to the bidder to be proprietary to the IRBA. Restricted baseline information released after the briefing session shall be kept confidential by the bidder and its officers, employees, agents and representatives. The bidder shall not disclose, publish the related information, to any third party, without the IRBA's prior written consent.

The IRBA will make the approved Digital Transformation Strategy and Implementation Plan and specified supporting baseline information available after the compulsory briefing session, subject to the bidder signing the prescribed Non-Disclosure Agreement.

2. ENQUIRIES

2.1. All enquiries and communication relating to this RFT must be submitted **in writing** as follows:

- To: Koketso Moeng (scm@irba.co.za)
- Send by: 13 November 2026 at 16h00

2.2. All enquiries will be consolidated and the IRBA will issue one response that will be posted on 27 November 2026 on the IRBA website (www.irba.co.za), under the section on tenders.

2.3. The IRBA may, in its absolute discretion, respond to any enquiry; and the bidder acknowledges that it will have no claim against the IRBA on the basis that its bid was disadvantaged by lack of information or the inability to resolve ambiguities.

3. COMPULSORY VIRTUAL BRIEFING SESSION

All bidders must attend the compulsory virtual briefing session scheduled as follows:

Venue: Microsoft Teams: Webinar

Teams Link: <https://events.teams.microsoft.com/event/857d6fe0-dca3-4d8f-a393-9120e319aaa8@d2c6e99c-a21a-4b6e-be85-11f6ccb3d7e0?source=copyLinkLegacyShareLinkDialog>

Date: 06 November 2026

Time: 09h00 to 12h00 (South African Standard Time)

4. TWO-STAGE TENDER PROCESS

The IRBA will conduct a two-stage competitive tender process. The purpose, submissions and evaluation activities applicable to each stage are set out below.

Stage	Purpose	Bidder Submission	Process Requirements
Stage 1: Qualification and technical shortlisting	Assess eligibility, capability, relevant experience, key personnel, proposed delivery methodology and the suitability of the proposed solution concept.	Mandatory administrative documents and a technical proposal only. Detailed pricing must not be submitted during this stage.	• Administrative compliance; • Functionality evaluation out of 100 points; • Minimum threshold of 74 points; • Evaluation criteria-specific thresholds; and • Shortlist of up to ten (10) highest-scoring qualifying bidders.
Stage 2: Refined solution and commercial competition	For the shortlist of bidders from stage 1 above, validate the common requirements and evaluate the final, comparable and binding technical and commercial proposals.	Refined solution, detailed implementation commitments, total cost of ownership, pricing, specific goals evidence and contractual schedules.	• Written refined technical response; • Structured demonstration; • Scenario-based presentation or engagements; • Architecture and integration review; • Total cost of ownership validation; • Assess innovation as part of the solution suitability; • Due diligence; • Validation of staff certifications against the solution; • Confirmation of the named personnel and availability; • Contractual compliance review; and • The three (3) highest-scoring qualifying bidders will proceed to the Specific Goals and Pricing evaluation under the 80/20-point system.
Final Award	Final award following the Specific Goals and Pricing evaluation.		Specific Goals and Pricing evaluation.

The Stage 1 proposal submissions must be prepared in accordance with the following principles:

- Preserve and use the work already completed under the IRBA Digital Transformation Strategy and Implementation Plan.
- Validate, refine and operationalise the existing strategic work and not repeat it.
- Clearly define the intended business outcomes, applicable constraints and potential risks that may arise during the process, including how the risks will be identified, managed and mitigated.
- Disclose any assumptions, dependencies and exclusions, including the evidence supporting the recommendations.

In adhering to the abovementioned principles, bidders must note that the provision of end-user hardware, infrastructure maintenance and onsite hardware support services do not form part of the scope of this contract and will remain the responsibility of the IRBA.

The appointment of a Digital Transformation Partner will be undertaken through a two-stage competitive tender process designed to identify the bidder best positioned to support the IRBA's digital transformation objectives.

The Stage 2 invitation will include a common, confirmed requirement baseline and will specify the final returnables, interview and engagement guidelines, pricing schedules, total cost of ownership requirements, contractual schedules, due-diligence requirements and the applicable submission deadlines.

Depending on the nature of the proposed solution and the requirements being validated, Stage 2 may include one or more of the following activities:

- Submission of a refined technical response;
- Structured solution demonstrations;
- Scenario-based presentations and bidder engagements;
- Architecture, integration and implementation reviews;
- Validation of total cost of ownership assumptions and commercial models;
- Due diligence assessments;
- Confirmation of the proposed personnel, roles and availability commitments;
- Clarification of the governance, delivery and support arrangements; and
- Contractual and regulatory compliance reviews.

The specific Stage 2 activities, evaluation requirements and evidentiary standards applicable to the invited bidders will be communicated in the invitation.

5. BID PROCESS STRUCTURE

Bids shall be evaluated in terms of the process and conditions set out below.

5.1 Stage 1

5.1.1. **Phase 1:** Administrative Requirements (as set out in paragraph 6.1 below).

5.1.2. **Phase 2:** Functionality Evaluation (as set out in Section B below), from which up to ten (10) highest-scoring qualifying bidders will be shortlisted.

5.2 Stage 2

5.2.1 **Phase 3:** Engagements with the shortlisted bidders qualifying for this stage of the tender process. The three (3) highest scoring bidders will be evaluated in terms of Phase 4 of the evaluation process.

5.2.2 **Phase 4:** Specific Goals and Pricing (set out in paragraph 15.1 below).

6. MINIMUM REQUIREMENTS FOR A BID – PHASE 1 OF STAGE 1

6.1. Interested bidders must comply with the minimum conditions set out below, for their proposals to be evaluated on functionality. Failure to comply will render the bid non-compliant. In this regard, they must submit the following:

- Completed and signed Standard Bidding Document (SBD) 1: Invitation to Bid, including an Authority to Sign document.
- Completed and signed SBD 4: Declaration of Interests Form.
- Completed and signed SBD 6.1: Preference Points Claim Form in terms of the Preferential Procurement Regulations 2022.
- Completed and signed Declaration of Independence from the Auditing Profession (**Annexure A**).
- Proof of current registration on the National Treasury Central Supplier Database (CSD) or the CSD registration number.
- Where a bid is submitted by a Joint Venture (JV), a collaborative partnership or a newly formed entity that does not have an established joint track record, the individual entities that make up the tendering unit/JV should each provide all the administrative requirements. Should all the requirements in respect of the tendering unit or the individual entities not be met, then the JV will be disqualified. It is recognised that a bidder may wish to form a consortium or a JV to provide the services. In that case, the bidder must submit the JV agreement that has been signed by all parties.

- The IRBA permits the subcontracting of a maximum of 30% of the total contract value. Therefore, any proposed subcontracting arrangement must be declared at the time of the bid submission and must clearly identify the subcontractor(s), the specific services to be subcontracted and the corresponding percentage of the contract value. The appointed bidder shall retain overall responsibility, accountability and liability for the delivery of all services under the contract, irrespective of any subcontracting arrangements.

6.2. The IRBA reserves the right to verify the validity of any information or documentation submitted in the bid proposal for the Functionality Evaluation stage.

7. CLARIFICATION, VERIFICATION AND SUPPLEMENTATION

The IRBA may request clarification, verification or confirmation of the information submitted before the closing date, provided that the request does not permit a bidder to submit a new offer, remedy the omission of a mandatory returnable document, improve its competitive position or make a material change to its bid. Clarification requests and responses will be administered consistently and retained as part of the procurement record.

8. BID VALIDITY

Stage 1 proposals will remain valid for 250 working days from the RFT closing date. The IRBA may request an extension in writing. Except for changes that arise directly and unavoidably from the requested extension and are approved by the IRBA, the bidder may not amend its proposal during the validity period, subject to the Stage 2 process.

9. PREPARATION OF THE BID RESPONSE

- 9.1. All documentation submitted in response to this RFT must be in English.
- 9.2. The bidder bears all costs of preparing and submitting its proposal.
- 9.3. All documents must be paginated and arranged in the order prescribed in the submission checklist.
- 9.4. Bids submitted by bidders that are comprised of companies must be signed by a person or persons duly authorised thereto by a resolution of the applicable board of directors, a copy of which resolution, duly certified, must be submitted with the bid.

10. REQUIREMENT TO CONCLUDE A CONTRACT

This bid document, all the appended documentation and the proposal in response thereto, together with the General Conditions of Contract issued in accordance with Chapter 16A of the Treasury

Regulations, shall form the basis for formal contracts to be negotiated and concluded between the IRBA and the successful bidder to whom this bid will be awarded.

11. CONTRACT PERIOD

- 11.1. The successful bidder shall, upon receipt of a written notification of an award, be required to conclude a Service Level Agreement (SLA) with the IRBA within 30 days.
- 11.2. The terms and conditions of the contract, including the finalisation of the SLA and any associated contractual provisions, will be negotiated between the IRBA and the recommended bidder post Stage 2 of the evaluation process. The successful conclusion of the contract negotiations, to the satisfaction of the IRBA, will be a prerequisite for the final award and appointment of the service provider.

12. ASSIGNMENT OF OBLIGATIONS, INDEPENDENCE AND CONFLICT OF INTEREST

The successful bidder:

- a) May not assign, transfer or delegate its obligations under the contract without the IRBA's prior written approval.
- b) Shall conduct its business from the Republic of South Africa.
- c) Shall, in rendering the services to the IRBA, maintain independence and must not have any conflicts of interest.
- d) Must immediately advise the IRBA, in writing, when it seems like unforeseeable circumstances will adversely affect the execution of the contract. Full particulars of such circumstances, as well as the period of delay, must be furnished to the IRBA.
- e) Shall restrict the use of the IRBA information and documentation to the purpose for which such information and documentation were disclosed to the bidder by the IRBA.

13. DISCLAIMER

- 13.1. Bidders must make and rely on their own investigations and satisfy themselves as to the correctness of any and all aspects of the bid. The IRBA will not be liable for any incorrect or potentially misleading information in relation to any part of this document and any accompanying bid documents.
- 13.2. The IRBA reserves the right to not appoint any bidder that does not comply with the conditions of this bid, or if it obtains information about the bidder that could put the IRBA at risk.

- 13.3. The IRBA reserves the right to cancel this bid, should the budget to cover its full costs not be available at the time of awarding the contract, or if the need no longer exists or the specifications have changed.

14. ABSENCE OF OBLIGATIONS

- 14.1. No legal or other obligation shall arise between the bidder and the IRBA, unless and until the formal appointment, contract and SLA have been signed.
- 14.2. The IRBA is not obliged to proceed with any submitted bids.

15. EVALUATION CRITERIA AND POINTS ALLOCATION

Bids shall be evaluated in terms of the process and conditions set out below.

15.1 Specific Goals and Pricing

The three (3) highest-scoring bidders that meet the prescribed minimum functionality thresholds following the evaluation of their Stage 2 submissions will be shortlisted for evaluation under the 80/20-point system, as follows:

Criteria	Points
Specific Goals	20
Pricing	80
Total Points	100

15.1.1 Specific Goals

A maximum of 20 points will be awarded to a bidder for the specific goals of individuals who were historically disadvantaged by unfair discrimination, based on the following:

Specific Goal Allocated Points in terms of this Tender	Points Allocated (80/20 system)
a) Enterprise with ownership of 51% or more by person/s who are Black	10
b) Enterprise with ownership of 51% or more by person/s who are women	5
c) Enterprise with ownership of 51% or more by person/s who are youth	3
d) Enterprise with ownership of 51% or more by person/s with a disability	2
TOTAL	20

To qualify for preference points for specific goals, bidders are required to submit proof of the documents noted below, together with the proposal for the 80/20 evaluation criteria. Failure on the part of a bidder 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.

The documents required for the verification of the points allocation are as indicated in the table below.

No.	Procurement Requirement	Proof Documents
a)	Black people/ownership	CSD Report/Black Economic Empowerment (BEE) Certificates/Sworn Affidavit/Share Certificates
b)	Women	CSD Report/BEE Certificates/Share Certificates
c)	Youth	CSD Report/BEE Certificates/Share Certificates
d)	People living with disabilities	CSD Report/Medical Certificate/Report
<i>The CSD Report will be used to verify the ownership percentage.</i>		

15.1.2. Pricing

Pricing will be evaluated during Phase 4 of the Stage 2 tender process and only in respect of the three (3) highest-scoring qualifying bidders following the Stage 2 evaluations. Where applicable, shortlisted bidders may be invited to participate in a Best and Final Offer (BAFO) process, following which the final pricing and updated proposals will be assessed.

15.1.3. Best and Final Offer

- a) Following the completion of Phase 3 evaluations under Stage 2, the IRBA reserves the right to invite the shortlisted bidders to participate in a BAFO process as part of that stage's Phase 4. The BAFO process may be utilised to clarify, refine, optimise and finalise the proposed solutions, implementation approaches, commercial arrangements, pricing structures, service levels, contractual terms, risk allocation and any other aspects of the bidder's proposal relevant to the successful delivery of the Digital Transformation Programme.
- b) Participation in the BAFO process does not guarantee an appointment or confer any entitlement on a bidder. Bidders invited to submit a BAFO shall be required to provide their final proposal within the timeframe specified by the IRBA. The BAFO submission will supersede the bidder's initial proposal to the extent of any amendments contained therein.
- c) The IRBA further reserves the right not to conduct a BAFO process, to conduct the process with the selected shortlisted bidders only or to conclude negotiations

without requesting revised submissions, subject to the applicable procurement principles and governance requirements.

- d) The IRBA reserves the right to consider the outcome of the BAFO process, together with the overall solution, proposed delivery approach, commercial viability and value for money, in determining the successful bidder.

SECTION B: FUNCTIONAL REQUIREMENTS SPECIFICATIONS

1. IRBA CONTEXT

The IRBA performs statutory regulatory, standard-setting, inspection, investigation, education, transformation and disciplinary functions. Its digital environment must support the effective execution of its mandate, reliable information, stakeholder service, accountability and sound organisational management. The IRBA employs a workforce of about 100 professionals across seven departments (Executive, Standards, Investigations, Inspections, Education and Transformation, Legal, and Operations).

The overall strategic oversight of the implementation project will be provided by the IRBA's Digital Transformation Steering Committee (DTSC), under the leadership of the Director: Operations, who will serve as the Project Sponsor. The DTSC will provide governance oversight, strategic direction, decision-making support and assurance that the project remains aligned with the IRBA's organisational objectives, approved outcomes and governance requirements throughout the implementation lifecycle.

The appointed bidder shall adhere and operate within the IRBA's approved governance framework and shall be required to engage with the DTSC, Project Sponsor and any other designated governance structures, as reasonably required during the execution of the project.

Bidders must provide details of their proposed governance, management and delivery structures, including the roles and responsibilities of the key personnel assigned to the project. Where subcontractors, consortium partners or third-party organisations are proposed, bidders must clearly identify such parties, disclose their respective responsibilities and provide an integrated governance structure demonstrating the reporting lines, accountability arrangements and the manner in which project delivery and oversight will be coordinated.

The IRBA has established information security, cybersecurity and data protection requirements applicable to all service providers. The appointed bidder shall, at all times, comply with the IRBA's cybersecurity policies, data governance requirements and the Protection of Personal Information Act No. 4 of 2013 (POPIA), including any policies, standards and procedures communicated by the IRBA. Compliance with these requirements shall extend to all subcontractors, personnel and third parties engaged in the delivery of the services.

2. EXISTING DIGITAL TRANSFORMATION BASELINE

On 30 May 2025, the IRBA Board approved the Digital Transformation Strategy and Implementation Plan. The approved strategy, supporting maturity assessment, existing architecture information and implementation roadmap made available during the procurement process constitute the baseline for this engagement.

The appointed partner will not be required to repeat the completed strategy development or current-state assessment work. Rather, the partner must validate the continued relevance of the baseline; identify material gaps or change assumptions; undertake targeted discovery, only where evidence is incomplete or outdated; and provide a documented justification for any recommended departure from the approved baseline.

3. STRATEGIC AND OPERATIONAL BUSINESS REQUIREMENTS

The IRBA's regulatory, stakeholder-facing and corporate activities are supported by a technology and information environment that does not yet operate as a fully integrated, data-driven and digitally enabled ecosystem. Fragmented information repositories, limited interoperability, manual interventions, duplicated effort, constrained end-to-end visibility and uneven digital service journeys impede timely access to reliable information, efficient execution of business processes, responsive stakeholder service and effective management insight.

The central challenge is therefore not the acquisition of technology in isolation. It is the controlled translation of the IRBA's approved transformation strategy into sustainable organisational capability. This challenge impacts operational efficiency, the timely availability of trusted information, organisational agility, stakeholder service delivery and the ability to derive meaningful insights for decision-making and regulatory oversight.

The IRBA requires a partner that can preserve the value of work and investments already completed, while making clear, evidence-based recommendations on what should be retained, enhanced, integrated, replaced or introduced. The recommended approach must be proportionate to the IRBA's regulatory mandate, organisational scale, delivery capacity, readiness for change, financial constraints and risk appetite.

4. DIGITAL TRANSFORMATION CONTEXT AND CURRENT-STATE CHALLENGES

The IRBA has approved a Digital Transformation Strategy and Implementation Plan that establishes the organisation's transformation vision, strategic themes, future-state intent, implementation priorities and change-management direction. The approved work, together with the supporting maturity assessment, architecture and roadmap information, made available during the procurement process will constitute the baseline for this tender.

The Digital Transformation Partner will be required to interrogate and validate the existing baseline; identify the material gaps and changed assumptions; undertake a targeted discovery, where evidence is incomplete or outdated; and convert the approved strategic direction into an integrated, executable and measurable programme of delivery.

To enable a comprehensive and outcomes-driven Digital Transformation Programme, the IRBA has identified a number of priority focus areas that require consideration as part of the bidder's proposed

approach and solution. These focus areas reflect the IRBA's current-state challenges, strategic objectives and desired future-state capabilities. Bidders are required to demonstrate a clear understanding of each challenge and provide practical, innovative and sustainable solutions that address the underlying business need, rather than merely digitising the existing processes.

Therefore, the focus areas indicated below, the current-state challenges and bidder response expectations must be addressed in the proposal.

Focus Area	Current-State Challenge to be Addressed	Bidder Response Expectation
Business Processes	Manual interventions, inefficient hand-offs and limited end-to-end automation.	Explain how processes will be validated, prioritised, redesigned and automated, without merely digitising inefficient steps.
Information Management	Fragmented information, multiple repositories, retrieval difficulties, version control challenges and limited consolidated views.	Propose an information, document, records and knowledge management approach, including metadata management, classification, retention, access, search, knowledge capture, knowledge sharing, institutional memory and knowledge transfer mechanisms.
Systems and Integration	Limited interoperability and fragmented applications restrict seamless information flow.	Describe the integration principles, interfaces, application programming interfaces, master data, data exchange and transition controls.
Data and Reporting	Manual extraction and multiple reporting tools delay insights and limit a single source of truth.	Describe the data architecture, quality, governance, migration, analytics, dashboards and reporting enablement.
Stakeholder Services	Digital channels do not yet provide comprehensive, intuitive and traceable self-service.	Explain the stakeholder journey, digital channels, accessibility, service request tracking and service experience.
Cybersecurity and Privacy	Increasing digitisation requires stronger security, privacy, identity, access and resilience controls.	Set out secure-by-design controls, POPIA alignment, identity and access management, monitoring, backup, recovery and incident response.
People and Change	Transformation requires participation, adoption, role clarity, skills development and sustained behavioural change.	Provide a practical change, communication, training, adoption and knowledge transfer approach.
Delivery Capacity	The IRBA requires accountable programme leadership and specialist capacity.	Provide an integrated resourcing, governance, quality assurance and delivery model, with clear accountability.

4.1 Solution Requirement

The IRBA is undertaking a complex, organisation-wide Digital Transformation Programme aimed at modernising its operating model, business processes, technology landscape, data capabilities and stakeholder experience. The successful delivery of this programme will require the coordinated execution of multiple interdependent initiatives across diverse business functions, governance structures and stakeholder groups.

Given the scale, complexity and strategic significance of the programme, the IRBA faces the challenge of ensuring that all transformation activities are effectively coordinated, governed, prioritised and delivered in a manner that achieves the intended business outcomes, while managing risks, dependencies, resource constraints and organisational change impacts. The successful implementation of the programme will thus require the integration of strategic planning, programme governance, project delivery, technology enablement, change management, benefits realisation and operational transition activities into a cohesive and accountable delivery framework.

Accordingly, the IRBA requires the appointment of a suitably qualified and experienced Digital Transformation Partner capable of providing strategic leadership, programme governance, technical expertise, implementation support, change enablement and accountable delivery management. The appointed partner will be required to assume overall responsibility for coordinating, integrating and supporting the delivery of the Digital Transformation Programme, ensuring that transformation outcomes are achieved in a sustainable, measurable and governance-aligned manner.

4.2 Desired Future State

The IRBA's desired future state is an organisation in which digital capabilities are seamlessly embedded within its operating model, enabling the consistent, efficient and effective execution of its regulatory mandate.

The organisation should be equipped to make informed decisions, respond to evolving stakeholder expectations, adapt to changing business requirements and continuously improve its operations through the effective use of information, technology and organisational capability.

The future operating environment should support greater organisational resilience, accountability, transparency and service excellence, while enabling the IRBA to achieve its strategic objectives in a manner that is sustainable, measurable and proportionate to its operational requirements. The transformed environment should provide a foundation for informed decision-making, continuous innovation, effective performance management and the responsible stewardship of organisational resources.

Ultimately, the IRBA seeks to establish an operating model that is sustainable beyond the transformation programme itself, where ownership, capability, governance and continuous improvement are embedded within the organisation, enabling the ongoing realisation of business value and strategic benefits over the long term.

4.3 Technology and Investment Position

Technology recommendations must be supported by an objective analysis and a transparent rationale that enables the IRBA to assess the relative merits, implications, risks and expected outcomes of each recommendation. Where alternative options exist, bidders must clearly articulate the basis on which a preferred option has been selected and the key considerations that informed that determination.

The IRBA reserves the right to challenge, validate and test any recommendation presented during the procurement process. Accordingly, bidders are expected to demonstrate sound judgement, balanced decision-making and a clear understanding of the practical implications of their recommendations on implementation, ongoing operations and future organisational flexibility.

Any recommendation that materially changes an existing strategic, architectural, operational or investment direction must be explicitly identified and supported by sufficient evidence, to enable informed decision-making and governance oversight.

4.4 Key Question to the Market

The IRBA must convert its approved Digital Transformation Strategy and Implementation Plan into a coherent, phased and measurable programme that delivers an integrated digital operating environment, without duplicating completed work, introducing unjustified complexity or creating unsustainable cost and dependency.

The IRBA recognises that there are multiple approaches through which its digital transformation objectives may be achieved. Rather than prescribing a predetermined solution, the organisation seeks to understand how suitably qualified and experienced bidders would approach this opportunity, apply their expertise and deliver a practical, sustainable and accountable transformation programme that aligns with the IRBA's strategic objectives, operating environment and organisational priorities.

Bidders are invited to demonstrate the merits of their proposed approach in response to the crucial question indicated below.

Key Question

How will your organisation translate the IRBA's digital transformation vision into a practical, sustainable and measurable programme of change that delivers enduring organisational value, strengthens regulatory effectiveness, enhances stakeholder outcomes and establishes the capabilities required to support the organisation's long-term strategic objectives?

To enable a fair and comparable assessment, the Stage 1 proposal must use the headings noted in the table below. The bidder must distinguish established facts, assumptions and matters requiring targeted validation.

Response Component	Minimum Content Required
1. Understanding of the Challenge	Provide a concise interpretation of the IRBA's context, approved digital transformation baseline, key constraints and intended outcomes. The response must identify the material issues that may affect feasibility, prioritisation, sequencing and successful delivery. Bidders must submit an Outcome-to-Solution Traceability Matrix that demonstrates how each proposed capability addresses the identified business requirement, intended outcome, proposed performance measure and accountable owner.
2. Use of Prior Work and Targeted Validation	Specify the existing decisions, baseline documents and assumptions which can be adopted but require validation, and which gaps require additional work. The response must describe the proposed validation method, evidence to be relied upon and the criteria that would justify any departure from the approved baseline.
3. Outcome and Benefits Model	Map the proposed capabilities and work packages to the expected regulatory, stakeholder, operational and organisational outcomes. The response must include indicative performance measures, baseline information requirements, key dependencies and the proposed ownership for benefits realisation. The Outcome-to-Solution Traceability Matrix must support this section.
4. Proposed Digital Operating Model	Describe the proposed future digital operating model, including service ownership, decision rights, governance structures, information stewardship, product or platform ownership, support arrangements and mechanisms for continuous improvement.
5. Conceptual Enterprise and Solution Architecture	Present a conceptual enterprise and solution architecture covering the business, information, application, integration, technology and security layers. The response must include design principles, transition states and alignment with the IRBA's existing technology environment. Therefore, bidders must submit the following: a) Conceptual Architecture Diagram, illustrating the business, information, application, integration, technology and security layers; and

Response Component	Minimum Content Required
	b) Current-to-Target Transition View, demonstrating the proposed transition states between the current environment and the target future state.
6. Solution Options and Investment Logic	Explain the investment rationale for each proposed solution option, including whether existing capabilities should be retained, enhanced, integrated, replaced or supplemented by new solutions. The response must address the strategic fit, interoperability, security, data and records management, scalability, supportability, licensing implications, dependency risks, total cost of ownership and expected value. Therefore, bidders must submit: a) An Options Decision Matrix, identifying what should be retained, enhanced, integrated, replaced or introduced, together with the rationale, risks and dependencies; and b) An Indicative Total Cost of Ownership Framework, identifying the cost drivers, licensing assumptions, implementation costs, support costs, migration costs, internal resource requirements and exit costs.
7. Delivery Roadmap and Implementation Approach	Provide a phased delivery roadmap that sets out the work packages, dependencies, decision gates, indicative milestones, release sequencing, migration, testing, cutover, stabilisation activities and opportunities for early value realisation. Bidders must submit an Indicative Roadmap that shows work packages, dependencies, governance decision gates, release milestones, early value realisation activities, transition activities and operational readiness milestones.
8. Governance, Assurance and Risk	Describe the proposed governance, assurance and risk management arrangements, including the accountability structures, design authority, quality assurance, risk and issue management, security and privacy assurance, architecture control, reporting and escalation mechanisms. Bidders must submit a Risk and Constraint Register that identifies bidder-controlled risks, IRBA dependencies, third-party dependencies, proposed mitigation actions and escalation arrangements.
9. Change, Adoption and Capability Transfer	Describe the proposed approach to stakeholder engagement, change impact assessment, communication, training, adoption measurement, knowledge transfer and the establishment of sustainable internal capability within the IRBA.
10. Resourcing and Accountability	Provide the proposed integrated delivery team, role allocation, specialist coverage, subcontracting arrangements, capacity assumptions, continuity measures and single point of accountability for programme delivery.
11. Support and Sustainability	Describe the proposed support and sustainability arrangements, including service management, service levels, monitoring, operational handover, warranty or post-implementation support, exit arrangements and continuous improvement.

Response Component	Minimum Content Required
12. Assumptions, Dependencies and Information Requirements	Provide a consolidated schedule of assumptions, exclusions, dependencies, IRBA obligations and information requirements. The response must explain the potential effect of each item on the scope, cost, timing, risk, delivery feasibility and expected benefits. Table 4, under Appendix A, must additionally identify the evidence required to validate each material assumption, dependency and information requirement.

To promote a common understanding of the anticipated scope and breadth of the Digital Transformation Programme, the IRBA has identified a number of indicative programme workstreams that are expected to be addressed as part of the bidder's proposed approach.

The indicative workstreams are intended to assist bidders in demonstrating a comprehensive and integrated approach to programme delivery. Bidders remain responsible for proposing a fit-for-purpose delivery model that addresses the objectives of the Digital Transformation Programme and supports the achievement of the desired outcomes set out in this RFT.

Proposals should demonstrate how the activities and outcomes associated with the workstreams noted below will be addressed throughout the transformation lifecycle.

Workstream	Primary Purpose/Expected Outcome
Strategy Validation and Mobilisation	Confirm the strategic priorities, key assumptions, governance arrangements and organisational readiness before implementation commences.
Business Process Transformation	Review, redesign and optimise the priority business processes, to improve efficiency, effectiveness and service delivery.
Enterprise and Solution Architecture	Define the target operating environment and the architectural principles required to support the future state.
Information, Data and Records Management	Establish a structured approach to managing information, data records and organisational knowledge, to support decision-making, compliance and operational effectiveness.
Solution Design and Delivery	Design, configure, implement and transition digital solutions that enable the desired business outcomes.
Cybersecurity and Privacy	Embed appropriate security, privacy and resilience controls throughout the transformation programme and the future operating environment.
Change Management, Training and Adoption	Support stakeholder engagement, user readiness, capability development and the sustained adoption of new ways of working.

Workstream	Primary Purpose/Expected Outcome
Programme Governance and Assurance	Provide effective oversight, decision-making, risk management, reporting and quality assurance across the programme lifecycle.
Support and Sustainability	Establish operational ownership, support arrangements and continuous improvement mechanisms, to sustain long-term value realisation.

The bidder must demonstrate how it will support the IRBA beyond implementation, to ensure that solutions are fully adopted, operationally embedded and capable of delivering the intended business benefits. The post-implementation support approach must address stabilisation, change adoption, user enablement, operational readiness, knowledge transfer, performance monitoring, issue resolution and the orderly transition of ownership and support responsibilities to the IRBA.

The contract will define the phased deliverables; acceptance criteria; governance and reporting obligations; service levels; information security and privacy requirements; intellectual property and usage rights; data ownership and portability; knowledge-transfer obligations; operational handover; warranty or post-implementation support; exit assistance; and remedies for non-performance. The final obligations will be aligned to the accepted proposal and approved Stage 2 contractual schedules.

4.5 Delivery, Acceptance and Transition Principles

Solution demonstrations or validation activities may be used to test material claims, usability, integration feasibility, security, implementation readiness and alignment with the confirmed requirements. Any such activity will be assessed only against the criteria and evidence requirements communicated in the Stage 2 invitation.

Any engagement, clarification, demonstration, prototype, proof of concept, presentation or refinement conducted during Stage 2 will be governed by the written rules communicated to the invited bidders. The IRBA will administer the process consistently, preserve a complete and auditable record and not permit a refinement that materially changes the substance of a bidder's Stage 1 proposal or confers an unfair competitive advantage.

5. EVALUATION CRITERIA – PHASE 2 OF STAGE 1

5.1 Administrative Requirements

A proposal that fails to meet the eligibility criteria, as set out in paragraph 6.1 under section A, will be deemed unacceptable and may not be further evaluated in terms of functionality.

5.2 Functionality Evaluation Requirements

Proposals will be evaluated against the functionality criteria and the corresponding point allocations outlined in the tables below, with a maximum attainable score of 100 points.

The functionality evaluation will be based on a threshold, where bids that fail to achieve an overall minimum of 74 points on the functionality stage will not be considered further.

Also, it should be noted that a minimum qualifying score per criteria must be met, as set out in the evaluation criteria. Failure to achieve any of the minimum scores for each element will result in a disqualification for further consideration, even if the overall minimum total score has been achieved.

Following the evaluation of the Stage 1 submissions, up to ten (10) highest-scoring bidders that meet the prescribed minimum threshold will be shortlisted to proceed to Stage 2, where they will participate in further engagements for the refinement of the proposal requirements.

No.	Element	Minimum Points	Maximum Points
5.2.1	Organisational Capability and Relevant Experience	10	15
5.2.2	Proposed Delivery Approach, Methodology and Implementation Roadmap	20	25
5.2.3	Proposed Solution Strategy and Suitability	20	25
5.2.4	Experience of the Key Staff:		
	Experience, Qualifications and Suitability of the Digital Transformation Programme Lead	7	10
	Experience, Qualifications and Suitability of the Digital Transformation Specialists	7	10
5.2.5	Relevant Project Experience and Client References	10	15
	Total Points	74	100

5.2.1	Organisational Capability and Relevant Experience	Scoring Points
	The bidder must demonstrate established organisational capability and a credible track record in delivering complex digital transformation programmes; operating model transformation; business process modernisation; enterprise architecture; solution implementation; systems integration; information management and related advisory; and implementation services.	Maximum = 15 Minimum = 10
	Company profile and organisational capability Provide a company profile covering the bidder's history; governance structure; core services; areas of expertise; delivery locations; quality-management approach; financial and operational capacity; and experience relevant to the required services. Identify key management personnel and explain the governance and executive oversight that will support this engagement. Evidence must demonstrate at least five years' relevant organisational experience.	More than 10 years' relevant organisational experience, supported by complete and detailed evidence addressing the noted requirements = 15 Five to 10 years' relevant organisational experience, supported by complete and detailed evidence addressing the noted requirements = 10 Less than five years' relevant organisational experience, materially incomplete evidence; or evidence that does not adequately address the noted requirements = 0

5.2.2	<i>Proposed Delivery Approach, Methodology and Implementation Roadmap</i>	Scoring Points
	The bidder must provide a coherent, practical and IRBA-specific methodology that explains how the programme will be mobilised, validated, governed, delivered, transitioned and sustained.	Maximum = 25 Minimum = 20
	The response must address all of the following eight areas: i. Mobilisation, use of the approved baseline and targeted validation; ii. Outcome, benefits and performance measurement model; iii. Business process and digital operating model transformation; iv. Phased roadmap, work packages, dependencies, decision gates/governance check points and the achievement of early and sustainable business outcomes; v. Programme governance, assurance, quality, risk and reporting; vi. Data, migration, integration, testing, cutover and stabilisation; vii. Change management, stakeholder engagement, training, adoption and knowledge transfer; and viii. Support, sustainability, continuous improvement and exit readiness.	Comprehensive, credible and highly tailored response addressing all eight areas in detail. Demonstrates clear sequencing, dependencies, delivery methodology, evidence-based reasoning, risk management and practical implementation considerations = 25 Response addresses all eight areas and demonstrates sound delivery logic, sequencing and an understanding of the requirements. However, the response lacks the level of detail, tailoring, supporting evidence, integration or robustness necessary to achieve the highest score = 20 Response addresses all eight or less areas, but lacks material detail, tailoring or practicality = 10 No area addressed, non-responsive or no evidence submitted = 0

5.2.3	<i>Proposed Solution Strategy and Suitability</i>	<i>Scoring Points</i>
	The bidder must present an integrated, evidence-based solution strategy that demonstrates how the proposed digital ecosystem will address the identified business requirement and achieve the desired future state.	Maximum = 25 Minimum = 20
	The response must tackle the key question (on page 18) and demonstrate how the proposed solution addresses the identified current-state challenges, including the following: i. An understanding of the challenge. ii. Use of prior work and targeted validation. iii. Outcome and benefits model. iv. Proposed digital operating model. v. Conceptual enterprise and solution architecture. vi. Solution options and investment logic. vii. Delivery roadmap and implementation approach. viii. Governance, assurance and risk. ix. Change, adoption and capability transfer. x. Resourcing and accountability. xi. Support and sustainability. xii. Assumptions, dependencies and information requirements.	Comprehensive solution strategy that is integrated, evidence-based and addresses all 12 areas, with clear architecture, options analysis and suitability for the IRBA = 25 Basic solution strategy that is integrated, evidence-based and addresses all 12 areas, with clear architecture, options analysis and suitability for the IRBA = 20 No solution strategy submitted; or the solution strategy is not integrated or not evidence-based, without any clear architecture; or no options analysis is provided; or the strategy is not suitable for the IRBA; or the strategy does not address all 12 areas = 0

5.2.4	Experience of the Key Staff	Scoring Points
	The experience of the key staff members in the related areas of specialisation must be indicated. Bidders must submit detailed curricula vitae (CVs) or profiles clearly setting out the relevant experience and proof of qualifications for the proposed project team that must include, at a minimum, the roles specified below. Bidders must also complete Table 2 in Appendix A.	Maximum = 10 Minimum = 7
	Digital Transformation Programme Lead Must have a minimum of: • 10 years' relevant experience in digital transformation, enterprise technology implementation, systems integration, programme management and/or related advisory services; and • A diploma or higher qualification in information technology, computer science, engineering, business information systems, digital transformation, project/programme management or a related field. Bidders that progress to Stage 2 of the bid may be requested to submit certified copies of certification and relevant professional certifications.	Has 14 years, or more, relevant experience and the required qualification = 10 Has 10 to 13 years' relevant experience and the required qualification = 7 Has less than 10 years' relevant experience = 0
	Digital Transformation Specialists (x2): Detailed CVs/profiles that clearly indicate the relevant experience and proof of qualifications	Maximum = 10 Minimum = 7
	Digital Transformation Specialists (x2) Each must have a minimum of: • Five years' relevant experience in digital transformation, systems implementation, business analysis, solution architecture, data, change management, project management or a related specialist area; and • A diploma or higher qualification relevant to the assigned role. Bidders that progress to Stage 2 of the bid may be requested to submit certified copies of certification and relevant professional certifications.	Both specialists have more than five years' relevant experience and the required qualifications = 10 Both specialists have five years' relevant experience and the required qualifications = 7 One or both specialists do not meet the minimum requirements = 0

5.2.5	Relevant Project Experience and Client References	Scoring Points
	The bidder must demonstrate recent, comparable delivery experience through a completed Table 3 and the supporting client reference letters. The evidence must allow the IRBA to verify the bidder's role, scope, duration, complexity, delivered outcomes and client contact details.	Maximum = 15 Minimum = 10
	Submit at least three relevant completed or current projects undertaken within the five years preceding the closing date of this bid, supported by at least three signed, contactable client reference letters on the clients' official letterheads. Each reference must identify the bidder; describe the services and outcomes for current projects; indicate the current stage of completion; for an already completed project, state when the services were rendered; and provide the referee's name and contact details. Comparable experience may include digital-transformation delivery; enterprise or solution architecture; systems implementation or integration; business-process optimisation; data or information enablement; change and adoption; and technology-enabled programme management. <i>Project-specific evidence must be recorded in Table 3.</i>	Five or more compliant comparable projects, supported by at least five compliant references = 15 Three or four compliant comparable projects, supported by at least three compliant references = 10 Fewer than three compliant projects or references, unverifiable evidence or no compliant submission = 0

SUBMISSION FORMS AND CHECKLISTS

TABLE 1: TENDER SUBMISSION CHECKLIST

The checklist below is an aid only. It does not replace, amend or override the RFT. Bidders remain responsible for satisfying every applicable requirement in this tender document.

Category	Submission Item	Yes	No	Bid Page
Administrative	SBD 1 completed and signed, including proof of authority to sign.	☐	☐	
Administrative	SBD 4 completed and signed.	☐	☐	
Administrative	SBD 6.1 completed and signed.	☐	☐	
Administrative	Declaration of Independence completed and signed.	☐	☐	
Administrative	CSD registration details supplied for verification.	☐	☐	
Administrative	Signed consortium or joint venture agreement, if applicable.	☐	☐	
Technical	Stage 1 proposal arranged under the 12 prescribed response headings.	☐	☐	
Technical	Company profile and organisational capability evidence.	☐	☐	
Technical	Completed Table 2 for proposed key personnel, with CVs and qualification evidence.	☐	☐	
Technical	Completed Table 3 for comparable projects.	☐	☐	
Technical	Client reference letters that meet the published requirements.	☐	☐	
Technical	Consolidated assumptions, dependencies, exclusions and an IRBA information schedule.	☐	☐	

TABLE 2: PROPOSED KEY PERSONNEL

Role	Name	Qualification	Relevant Experience	Certification/ Competence	Availability
Digital Transformation Programme Lead					
Digital Transformation Specialist					
Digital Transformation Specialist					
Additional Role					
Additional Role					

Note: Bidders may allocate additional personnel to the project, if required. The roles listed above represent the minimum personnel requirements for comparative purposes.

TABLE 3: COMPARABLE PROJECT PORTFOLIO

In the table below, list a minimum of three previously completed or current projects relevant to digital transformation, enterprise technology implementation, systems integration, automation, data, governance, change management or related transformation services, as required under the Functionality Evaluation criteria in paragraph 5.2.5, section B, of this RFT.

Project	Client	Scope and Outcomes	Start Date	Completion Date/Status	Contract Value Band	Client Contact

TABLE 4: ASSUMPTIONS, DEPENDENCIES AND INFORMATION REQUIREMENTS

No.	Type	Description	Owner	Scope Impact/ Cost/Time	Risk/ Mitigation	Validation Required

DECLARATION OF INDEPENDENCE FROM THE AUDITING PROFESSION**1. Purpose of the Form**

The Independent Regulatory Board for Auditors is a statutory body established in terms of Section 3 of the Auditing Profession Act 26 of 2005, as amended. It maintains independence from the registered auditors it regulates. As such, no bids will be considered from any entity or person that the IRBA regulates, including network firms, as defined in the IRBA Code of Professional Conduct for Registered Auditors.

Thus, any bidder with any direct or indirect financial or personal ties to an auditor or an audit firm that the IRBA regulates will be deemed ineligible to participate in the bidding process. So, bidders are required to declare and confirm that they are independent of the auditing profession in that:

- They are not employed by an audit firm and/or a network firm; and
- They do not share, directly or indirectly, in any profits or interests of a registered auditor, an audit firm and/or any person related to a registered auditor and/or an audit firm.

To this end, all bidders are required to make this declaration in respect of the details required hereunder.

2. Bidder's Declaration

By appending their signature herein below, the bidder declares and confirms that they are independent of the auditing profession in that:

- They are not employed by an audit firm and/or a network firm, as defined in the IRBA Code of Professional Conduct for Registered Auditors.
- They do not share, directly or indirectly, in any profits or interests of a registered auditor, an audit firm and/or any person related to a registered auditor and/or an audit firm.

The bidder understands that any misrepresentation of their independence will result in a disqualification from the bidding process.

.....

Name

.....

Entity Name

.....

Position

.....

Date

COMPLIANCE WITH PERSONAL INFORMATION PROCESSING LAWS

The Protection of Personal Information Act 4 of 2013 restricts the processing of personal information to circumstances that are lawful, legitimate, responsible and that comply with the provisions of the POPIA.

The IRBA will have to process certain personal information, which is owned or held by bidders; and thus, to comply with the POPIA, the IRBA must provide bidders, whose personal information is processed, with a number of details pertaining to such processing, prior to the information being processed, which details are housed under the IRBA Procurement Processing Notice found on the IRBA website (<https://www.irba.co.za/library/popii-act>). You are requested to download and read the Notice. Please note that most of your personal information, which we will be processing, is required for lawful purposes and, as a result, your consent to process will not be required. Where we do, however, require your consent, which is indicated in the Notice, the handing over of such personal information to the IRBA will be viewed as consent to the IRBA's processing of such personal information.

Where the IRBA's personal information is provided for processing, the IRBA consents to the processing thereof, provided that you or any other recipient who processes it undertakes to process all and any such personal information strictly in compliance with the POPIA; and subject further that where the IRBA's personal information is not processed in accordance with the POPIA, then the person handling such information indemnifies and holds the IRBA and/or any third parties that may be or will be affected by such non-compliance harmless against all and any liabilities, loss or damages, including pecuniary, non-pecuniary and/or aggravated damages, which the IRBA or any data subject or other person may incur in consequence of such non-compliance, such person (who is processing the personal information) agreeing to pay to the IRBA and/or any affected data subject/s or third party/ies all and any such damages which they may have incurred as a result of such non-compliance, on demand, and NO LIMITATION OF LIABILITY CLAUSES housed under this document or elsewhere WILL UNDER ANY CIRCUMSTANCES LIMIT THE ABOVEMENTIONED DAMAGES.

Where the IRBA provides personal information to you in terms of this document and you are tasked with processing it on behalf of the IRBA in your capacity as an "Operator", as defined under the POPIA, then in such case the provisions set out under the IRBA standard "Operator Agreement/Addendum" found on the IRBA website will apply to such processing, which terms will be incorporated into and read together with this document.