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**BID NUMBER: TENDER-INS/2025/26/007**

**BID DESCRIPTION – APPOINTMENT OF A SERVICE PROVIDER FOR PROVISION OF INTERNAL AUDIT SERVICES FOR INSETA FOR A PERIOD OF THREE (3) YEARS.**

Tender documents are obtainable from **05 November 2025** from the following websites:

- **ETender Portal**
- **INSETA Website**

**Closing Date: 27 November 2025 at 11:00 am**

**Delivery: INSETA Office, 18 Fricker Road, Illovo, Sandton.**

For enquiries contact the INSETA Supply Chain Management at [bids@inseta.org.za](mailto:bids@inseta.org.za)

**TERMS OF REFERENCE**  
**APPOINTMENT OF A SERVICE PROVIDER FOR PROVISION OF INTERNAL AUDIT SERVICES FOR INSETA FOR A PERIOD OF THREE (3) YEARS.**

**1. BACKGROUND**

- 1.1** The Insurance Sector Education and Training Authority (INSETA) is a public entity listed in schedule 3A of the PFMA and was established in March 2000. The INSETA must operate in accordance with any prescribed requirements of the King IV Code of Corporate Governance, Skills Development Act (SDA), the Skills Development Levies Act (SDLA), the Public Finance Management Act (PFMA), any other relevant legislation and the Constitution.
- 1.2** Section 51 a (ii) of the PFMA requires an Accounting Authority to ensure that the public entity has and maintains a system of internal audit under the control and direction of an audit committee complying with and operating in accordance with regulations and instructions prescribed in terms of sections 76 and 77.
- 1.3** Therefore, the INSETA is requiring a suitably qualified service provider for the Provision of Internal Audit Services for a period of three (3) years.
- 1.4** The appointed service provider is expected to carry out its functions in terms of the Global Internal Audit Standards.

**2 CURRENT /SITUATION ANALYSIS**

- 2.1.** The INSETA has adopted a co-sourced internal audit model where the entity keeps control over the internal audit function while leveraging the third-party service provider's internal audit capabilities, resulting in access to valuable and diversified specialised talents as needed.

**3 PROJECT OBJECTIVE**

- 3.1** The key objectives of Internal Audit are to assist the INSETA to accomplish its established objectives by providing reasonable assurance on whether:
- Governance processes are effective in establishing and preserving values, setting goals, monitoring activities, performance and defining the measures of accountability.
  - Risk management system is adequate, effective, and efficient.
  - System of internal controls is adequate, effective, and efficient.
  - Integrity and reliability of financial information is maintained.
  - Resources are utilised economically, effectively, and efficiently.
  - Assets are safeguarded.
  - Rules, regulations, policies, procedures, and laws are complied with.
- 3.2** The service provider must demonstrate the capability to perform the internal audit services in accordance with the Institute of Internal Auditing (IIA) Standards and Practices, Treasury Regulations, PFMA, King IV and all relevant legislation.

## **4 SCOPE OF WORK**

The successful bidder is required to perform the following services:

- 4.1** Two Generally Recognised Accounting Practice (GRAP) compliance reviews per annum. One of the reviews should be performed before annual submission of financial statements to the Auditor-General (AG), National Treasury (NT) and Department of Higher Education and Training (DHET).
- 4.2** Audit of performance information (AOPO).
- 4.3** Quality assurance and review of the Strategic Plan (SP), Annual Performance Plan (APP) and Annual Report (AR).
- 4.4** Information Technology (IT) and system audits.
- 4.5** Compliance and risk-based audits.
- 4.6** Review of organisational risk management.
- 4.7** Corporate Governance Review.
- 4.8** Ad hoc internal audit services including but not limited to (as and when required):
  - 4.8.1** Probity audit e.g., SCM competitive bidding process prior to award etc.

## **5 DELIVERABLES**

Bidder must comply with the performance of audit assignments as follows:

- 5.1** Assignments are to be performed in accordance with the Institute of Internal Auditor's Global Internal Audit Standards. Such work shall further be subjected to an external quality assurance review as and when required by INSETA.
- 5.2** Where necessary, allocate tasks, supervise, and train an internal resource whom INSETA may recommend as part of co-sourcing of the internal audit services (Skill Transfer).
- 5.3** Auditing the reliability and integrity of financial and operating information, and the means to identify, measure, classify and report such information.
- 5.4** Auditing the systems established by management to ensure compliance with policies, plans, procedures, laws and regulations that could have significant impact on operations and determine whether INSETA is in adherence thereto.
- 5.5** Auditing the operations to ascertain whether the results are consistent with established objectives or goals and whether operations are being carried out as planned.
- 5.6** Auditing the Human Resource (HR) organizational performance management system and its implementation for driving desired performance outcomes.
- 5.7** Liaise with external auditors on INSETA's audits whenever necessary.
- 5.8** All audit reports and audit files will be deposited in a dedicated drive at INSETA at the conclusion of each audit and will be the property of INSETA.
- 5.9** The performance of each assignment shall be in accordance with the approved Internal Audit Methodology.
- 5.10** In carrying out the work, the successful service provider must ensure that their staff comply with the Continued Professional Development requirements and maintain their objectivity by remaining independent of the activities they audit.
- 5.11** On a mutually agreed basis, the responsible partner/ director shall meet with the chairperson of the Audit and Risk Committee, Chief Executive Officer, and management to report on progress of the work.
- 5.12** For planning and conducting its work the internal auditor should seek to identify serious defects in the internal controls, which might result in possible malpractices. Any material defects must be reported immediately to the Internal Audit Manager.

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**5.13** Plan and perform procedures which can be relied on by external auditors to provide combined assurance.

**5.14** The successful bidder may be required to attend strategic workshops as and when required from time to time. The cost of attendance will be for the account of INSETA.

### 5.15 KEY PERFORMANCE INDICATORS

Key Responsibilities	Activities	Results Indicators (Including all applicable evidence to substantiate against all key responsibilities)
<b>Regularity audits</b>	<p>Audits on all the INSETA activities as determined by the approved Annual Internal Audit Plan according to the following auditing guidelines:</p> <ul style="list-style-type: none"> <li>• Planning the audit</li> <li>• Examining, monitoring, and evaluating information</li> <li>• Communicating results</li> <li>• Follow up actions by management on findings and recommendations</li> </ul>	To advise management on compliance with regulations, policies, and best practices as well as the status of internal controls within INSETA.
<b>Fraud consideration</b>	Assist with fraud deterrence by providing assurance on the adequacy and effectiveness of fraud risk governance and management and advise on opportunities for improvement.	To minimize fraud in the entity.
<b>Ad hoc audits</b>	Audit issues as and when required to be investigated as delegated by the Accounting Authority and/or Audit and Risk Committee.	To report findings to the Audit and Risk Committee to determine whether further actions are required.
<b>Audit of Predetermined Objectives</b>	Executing audits in terms of the approved audit plan.	To determine whether the strategic documents and plans are correctly aligned and implemented and those targets are being achieved.
<b>Reporting</b>	<ul style="list-style-type: none"> <li>• Provide input with the reports on all the activities of the Internal Audit Function to the Audit and Risk Committee,</li> <li>• Meetings on a regular basis</li> <li>• Evaluation of outputs</li> </ul>	<p>For the Management and the Audit Committee to evaluate the efficiency and effectiveness of the Internal Audit Function.</p> <p>To ensure that the board is furnished with correct and up to date information.</p>
<b>Advisory services</b>	Verbal and written advice	Enhance the quality of internal audit and governance

Key Responsibilities	Activities	Results Indicators (Including all applicable evidence to substantiate against all key responsibilities)
<b>Commitment and Discretionary Grant Allocation</b>	Conducting of audits on commitments and DG allocation; reviewing and monitoring of the DG commitment register	Ensure that the allocation of DG grants is compliant with the grants regulations including DG policy.
<b>Information Technology Audit</b>	Evaluate INSETA information technology systems, infrastructure, and processes to ensure that they are secure, efficient and compliant with regulations	Offer practical and value adding recommendations relating to the sound management of IT systems and infrastructure

## 6 TIMEFRAMES

6.1 The contract duration will be for a period of 3 years.

## 7 CONTRACTUAL OBLIGATION

7.1 Bidders to fully complete SBD 3.3 including all applicable costs including VAT, with a fixed rate price for the duration of the contract.

7.2 The bidder must note that INSETA reserves the right to request for ad-hoc services (as and when required) - bidders pricing must be aligned with rates presented in the bidders pricing proposal during the duration of the contract.

7.3 The service provider's quotation must also provide sufficient detail in terms of various cost items such as total "man" hours and daily rates for the project team.

7.4 In the case of the service provider using sub-contractors, the former will be responsible for ensuring delivery of services from any such sub-contractors and for making any payments to such sub-contractors.

**7.5 Bidder will be subjected to periodic review in terms of measuring satisfactory performance until contract is completed and shall invoke applicable penalties as per contract terms and conditions, where there is unsatisfactory performance.**

7.6 The successful bidder will be required to have adequate professional indemnity as well as liability insurance in place (upon parties contracting).

7.7 Bidders are required to fully comply with the relevant SCM Legislative Framework as well as application of regulatory and prescripts. Bidders are also required to take all reasonable steps to protect information, in line with the provisions of the POPIA 4 of 2014.

7.8 The successful bidder will be required to sign a non-disclosure agreement for the duration of the contract period.

## **8 UNSATISFACTORY PERFORMANCE**

**8.1** In the event that the Service Provider fails to meet the performance standards outlined in this ToR or SLA, INSETA shall where applicable raise remedies, terminate the contract, seek damages or raise penalties such as impose financial penalties to the Service Provider.

**8.2** The following shall be considered examples of unsatisfactory performance:

**8.2.1** Failure to meet the agreed-upon deadlines.

**8.2.2** Failure to deliver goods or services that meet the agreed-upon standards.

**8.2.3** Failure to respond to client inquiries or issues in a timely manner.

**8.2.4** Failure to maintain confidentiality or security of client information.

**8.2.5** Gross negligence by the service provider or its employees.

## **9 ABSENCE OF OBLIGATION & CONFIDENTIALITY**

**9.1** No legal or other obligation shall arise between the service provider and INSETA unless/until both parties have signed a formal contract or Service Level Agreement in place.

**9.2** The Contract site is at INSETA (as and when required).

## **10 WORKMEN AND SUPERVISION ON SITE**

**10.1** The Service Provider shall be held responsible for the conduct of his employees and the conduct of his sub-contractor's employees for the full duration of the contract.

## **11 EVALUATION CRITERIA**

**11.1** Responses will be evaluated using a predetermined set of evaluation criteria. The evaluation criteria are designed to reflect the INSETA's requirements in terms of identifying a suitable service provider and ensure the selection process is transparent and affords all the bidders a fair opportunity for evaluation and selection.

**11.2 The evaluation criteria will be based on the following phases/requirements:**

- Phase 0: Administrative requirements
- Phase 1: Mandatory Requirements
- Phase 2: Technical Functionality (100 points) – The threshold of 70 points
- Phase 3: Evaluation on Price and Specific Goals

## **12 ADMINISTRATIVE REQUIREMENTS (Phase 0)**

**12.1** Bidder must submit proof of registration on CSD (**Central Supplier Database**).

**12.2** Bidder must complete, sign and submit a Standard Bidding Document (SBD 1) Procurement Invitation.

**12.3** Standard Bidding Document (SBD 3.3) Pricing Schedule – Annexure A.

**12.4** Standard Bidding Document (SBD 4) Bidder's Disclosure.

**12.5** Standard Bidding Document (SBD 6.1) Preference Points Claim form.

**12.6** Initialed General Conditions of Contract (GCC).

**12.7** Bidder must provide BBBEE Certificate (accredited by SANAS) or Sworn Affidavit (in as prescribed or CIPC or DTI template).

### 13 MANDATORY CRITERIA (Phase 1)

13.1 The Bidder must provide valid proof of the following:

No	Mandatory
1	Bidders must provide valid proof of company registration with the Institute of Internal Auditors (IIA) or Proof of registration with other professional bodies such as South African Institute of Chartered Accountants (SAICA), Independent Regulatory Board for Auditors (IRBA), Information Systems and Controls Association (ISACA).

**Note: All bidders who do not comply with the criteria above will be disqualified from further evaluation.**

### 14 FUNCTIONAL EVALUATION CRITERIA (Phase 2)

14.1 The tender submission tender submission will be functionally evaluated out of a **minimum of 100 points – any bidder who scores less than minimum 70 points** will not be considered for further evaluation on Phase 3 – Price and Specific Goals.

DESCRIPTION	WEIGHT
<b>Experience (Reference letters)</b>	<b>40</b>
<p>Bidder must provide a minimum of four (4) signed, dated and contactable reference letters on client's letterhead, accompanied by an award/appointment letter or a purchase order that align with the reference letter proving similar work done for internal audit services to Public Entities conducted within the last five (5) years related to all the deliverables reflected below: (Letters collectively must reflect standard services as per the list below).</p> <ul style="list-style-type: none"> <li>• Financial audits. (Internal control reviews)</li> <li>• Performance Information audits. (AOPO – Audit of performance outcome)</li> <li>• Value For Money Audits (Economy, efficiency and effectiveness)</li> <li>• IT audits including security reviews</li> <li>• Compliance and risk-based audits</li> <li>• Risk management review.</li> <li>• Corporate Governance Review. (i.e., Governance framework, in terms of policies, and board assessment reviews, Human Recourses audits etc.)</li> <li>• Quality assurance such as reviews of competitive bidding process. (i.e., Supply chain management or discretionary grant allocations)</li> </ul> <p><b>Point Allocation matrix:</b></p> <ul style="list-style-type: none"> <li>• Above 4 reference letters of completed contracts with award/appointment letters or purchase orders = <b>40 points</b></li> <li>• A minimum of 4 reference letters of completed contracts with award/appointment letters or purchase orders = <b>10 points</b></li> <li>• Non-compliance/submission of reference letters with no award/appointment letter or a no purchase order = <b>0 points</b></li> </ul> <p><b>NB: Due diligence will be conducted against reference letters submitted and work performed for the referees (See section 18.1.1)</b></p>	

Experience of project team	60
<p>Bidder to provide detailed CVs of the proposed project team members that will service INSETA, including the following: <b><i>(The bidder to clearly stipulate position of each team member according to the below mentioned- bidders are required to provide relevant years of experience, in the CV, for each role referenced below)</i></b></p> <p><b>Engagement Director:</b></p> <ul style="list-style-type: none"> <li>• Minimum 15 years' internal audit experience with a minimum 5 years as a team leader or manager = <b>10 points</b></li> <li>• Engagement director must provide proof of post graduate degree in Internal Auditing and/or Accounting, professional designation as CIA or CA (SA) and valid registration with IIA = <b>10 points</b></li> </ul> <p><b>Project Team Leader or Manager:</b></p> <ul style="list-style-type: none"> <li>• Minimum 10 years' internal audit experience with a minimum 5 years as a team leader or manager = <b>10 points</b></li> <li>• Team leader or Manager must provide proof of post graduate degree in Internal Auditing and/or Accounting, professional designation as CIA or CA(SA) and valid proof of registration with IIA = <b>10 points</b></li> </ul> <p><b>Audit Project Team:</b></p> <ul style="list-style-type: none"> <li>• The individual team members must <b>each</b> have a minimum of 4-6 years' experience in internal auditing and be members of IIA. <b>Points</b> will be allocated as follows:</li> <li>• Team members must provide proof of a minimum of undergraduate degree in Internal Auditing and/or Accounting with auditing as a major subject. <ul style="list-style-type: none"> <li>• 5 or more members with a minimum of 4-6 years` experience in internal audit=<b>10 points</b></li> <li>• 4 members=<b>8 points</b></li> <li>• 3 members=<b>6 points</b></li> <li>• 2 members=<b>4 points</b></li> <li>• 1 member=<b>2 points</b></li> <li>• 0 member=<b>0 points</b></li> </ul> </li> <li>• The bidder must provide at least one (1) team member who is Certified in Information Systems Auditing (CISA) = <b>10 points</b></li> </ul> <p>NB- An organogram reflecting the positions and/or levels required above must be submitted.</p> <p><b>Non-compliance with any and all of the above = 0 points</b></p>	
<b>Total</b>	<b>100</b>

**14.2** Bidders are required to pass the minimum threshold of **70 points** on the functional criteria to be considered for the next phase of evaluation which is **Phase 3 – Price and Specific Goals**.

**14.3** Bidders who score less than **70 points** will not be considered for the next phase, thus will be disqualified, and will be declared non-responsive.

## 15 PRICE AND SPECIFIC POINTS EVALUATION (PHASE 3)

### 15.1 Preference Points Applied Against Specific Goals

The tender responses will be evaluated on the **80/20 preference point system for acquisition of goods or services with Rand value equal to or below R50 million.**

15.1.1 The lowest/ highest acceptable tender will be used to determine the accurate system once tenders are received.

15.1.2 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.

The maximum points for this tender are allocated as follows:

	POINTS
<b>PRICE</b>	<b>80</b>
<b>SPECIFIC GOALS</b>	<b>20</b>
<b>Total points for Price and SPECIFIC GOALS</b>	<b>100</b>

## 16 POINTS AWARDED FOR PRICE AND PREFERENCE POINTS

(1) The following formula will be used to calculate the points out of 80 for price in respect of an invitation for a tender with a Rand value equal to or below R50 million, inclusive of all applicable taxes:

$$P_s = 80 \{1 - (P_t - P_{\min})\}$$

$P_{\min}$

Where:

$P_s$  = Points scored for comparative price of bid under Consideration

$P_t$  = Comparative price of bid under consideration

$P_{\min}$  = Comparative price of lowest acceptable bid

- (2) A maximum of 20 points may be awarded to a tenderer for the specific goal specified for the tender.
- (3) The points scored for the specific goal must be added to the points scored for price and the total must be rounded off to the nearest two decimal places.
- (4) Subject to section 2(1)(f) of the Act, the contract must be awarded to the tenderer scoring the highest points.

**SPECIFIC GOALS PREFERENTIAL POINTS WILL BE AWARDED AS FOLLOWS:**

- 16.1** Table 1: Specific goals for the bid process and points claimed are indicated per the table below.
- 16.2** The **80/20** preference point system is applicable, corresponding points must also be indicated as such. 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-point system)
<b>Black Ownership</b> <ul style="list-style-type: none"> <li>6 points for 100% black owned</li> <li>3 points for 75-99% black owned</li> <li>1 point for 51-74% black owned</li> </ul>	(Maximum points = 6 points)
<b>Women Ownership</b> <ul style="list-style-type: none"> <li>6 points for 75% - 100%</li> <li>3 points for 51% - 74%</li> <li>1 point for below 51%</li> </ul>	(Maximum points = 6 points)
<b>Youth Ownership</b> <ul style="list-style-type: none"> <li>5 points for 75% - 100%</li> <li>3 points for 51% - 74%</li> <li>1 point for Below 51%</li> </ul>	(Maximum points = 5 points)
<b>Company-owned by People with disabilities</b> <ul style="list-style-type: none"> <li>3 points</li> </ul>	(Maximum points = 3 points)
<b>Total</b>	<b>20</b>

**Note:** Note: Evidence to be submitted by Service Providers: Emerging Micro Enterprise (EME) and Qualifying Small Enterprise (QSE) – sworn affidavit (DTI or CIPC Template), Generic entities – B-BBEE certificate (SANAS accredited) and CSD report.

- 16.3** 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.
- 16.4** 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.

**17 COMMUNICATION**

- 17.1** Respondents are warned that a response will be disqualified should any attempt be made by a bidder either directly or indirectly to canvass any officer(s) or employees of INSETA in respect of BID process, between the closing date and the date of the award of the business.

All enquiries relating to this BID should be emailed **three days before the closing date.**

## **18 Bid Procedure Conditions:**

### **18.1 Counter Conditions:**

The INSETA draws the bidders' attention that amendments to any of the Bid Conditions or setting of counter conditions by bidders will result in the invalidation of such bids.

#### **18.1.1 Award Criteria: Due Diligence Process**

- 18.1.1.1 INSETA reserves the right to conduct due diligence/screen on the bidder prior to the award of a contract.
- 18.1.1.2 The due diligence/screening will be conducted based on the reference letters received from the bidder to confirm the services rendered and the standard of the bidder's performance.
- 18.1.1.3 Should such due diligence/ screening results have a negative outcome, the INSETA reserves the right not to award the bid to the subjected/recommended/highest scoring bidder.
- 18.1.1.4 The INSETA reserve a right not to award a bid to the highest scoring bidder but to award to a service provider who meet the requirement fully.
- 18.1.1.5 The due diligence method will be determined by the INSETA.
- 18.1.1.6 Non-contactable referees will lead to the failure of the due diligence process and will result in a negative outcome for the bidder.

## **19 Bid requirements when bidding as the following:**

### **19.1 Consortium**

- 19.1.1 A consortium is an association of two or more individuals, companies, organisations or governments (or any combination of these entities) with the objective of participating in a common activity or pooling their resources for achieving a common goal.
- 19.1.2 A consortium requires that each participant retains its separate legal status and the consortium's control over each participant is generally limited to activities involving the joint endeavour, particularly the division of profits. A consortium is formed by contract, which designates the rights and obligations of each member.
- 19.1.3 In a consortium, only the lead bidder's credentials both in terms of financial and technical qualifications are considered. Therefore, the interpretation and application to an RFQ/Bid process is such that the lead partner is identified, and the following requirements are required as follows:

#### **a) Lead Partner**

- All administrative documents (consortium agreement between the lead partner and the partner)
- Technical requirements (which will show in the proposal and other requirements why the need for the consortium, which for all intent and purpose fulfils the requirements of the bid through combination of skills)

#### **b) Partner**

- Proof of CSD registration.
- Tax Pin.
- BBBEE Sworn-Affidavit.
- SBD 4

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- 19.1.4 It should be taken into cognisance that although the lead partner is the qualifying entity, the partner should prove that it can do business with state-owned entities, through CSD registration, proof that the taxes are compliant, its level of BBBEE status in order to align with the BBBEE status level required by the BID, declare interest and answer questions that it is not a disqualified entity with the National Treasury. The foregoing ensures compliance from an SCM process perspective that the consortium is in order.
- 19.1.5 Of importance is that in a consortium, each individual team members retain their identities.

## 19.2 **A joint venture**

19.2.1 A joint venture is a business entity created by two or more parties, generally characterized by shared ownership, returns and risks and shared governance.

## 19.3 **Unincorporated joint venture:**

19.3.1 All SCM documents are filled in by the joint venture in the name of the joint venture, although the submission of administrative documents (partnership agreement between parties) will be completed in the name of the joint venture, and the following will be required from both parties, amongst others

- a) SBD 4
- b) SBD 6
- c) Tax pin
- d) CSD registration.
- e) The JV agreement will direct which bank account of the two entities will be used.
- f) Consolidated Joint BBBEE Certificate.

## 19.4 **Incorporated joint venture:**

19.4.1 This aligned to a registered entity or company. A registered entity/ company with a consolidated BBBEE certificate and a bank account in the name of the Joint venture. The

required compliance documents must be complete by the entity/ company the name of the joint venture, and the following will be required amongst others

- a) SBD 4
- b) SBD 6
- c) Tax pin
- d) CSD registration.
- e) The JV agreement will direct which bank account of the two entities will be used.
- f) Consolidated Joint BBBEE Certificate.

## 20 **CONDITIONS TO BE OBSERVED WHEN BIDDING**

20.1 The organization does not bind itself to accept the lowest or any BID, nor shall it be responsible for or pay any expenses or losses which may be incurred by the bidder in the preparation and delivery of his BID submission. The organization also reserves the right to withdraw or cancel the BID at any stage. No BID shall be deemed to have been accepted unless and until a formal contract / letter of award is prepared and executed. The competitive shall remain open for

acceptance by the Organization for a period of **120 days** from the closing date of the BID Enquiry.

**INSETA reserves the right to:**

- 20.2 Not evaluate and award a bid that do not comply strictly with this BID document.
- 20.3 Make a selection solely on the information received in the Bid Document and Enter into negotiations with any one or more of preferred bidder(s) based on the criteria specified in the terms of reference.
- 20.4 Contact any bidder during the evaluation process, in order to clarify any information, without informing any other bidders. During the evaluation process, no change in the content of the BID shall be sought, offered or permitted.
- 20.5 Cancel this BID at any time as prescribed in the PPPFA.
- 20.6 Should bidder(s) be selected for further negotiations, they will be chosen on the basis of theof cost effectiveness and the principal of value for money not necessarily on the basis of the lowest costs.

**21 ANONYMOUSLY REPORTING OF FRAUD**

- 21.1. Bidders are encouraged to report any incidents of • fraud • corruption • theft • misconduct or •unethical behaviour to the Vuvuzela Hotline. Contact number: 0800 119 691.

**22 COST OF BIDDING**

- 22.1 The bidder shall bear all costs and expenses associated with preparation and submission of its BID submission and the INSETA shall under no circumstances be responsible or liable for any such costs, regardless of, without limitation, the conduct or outcome of the bidding, evaluation, and selection process.

**END OF TERMS OF REFERENCE DOCUMENT**