

RESPONSES TO ENQUIRIES RECEIVED

Responses to Clarification Questions

1. Reference Letters in the Founder's Personal Capacity

Question:

A newly established consulting firm founded after more than 20 years of senior-level experience in Finance. As the firm is new, it does not yet have reference letters issued in the name of the business. However, the founder has relevant references from previous engagements in her personal capacity.

Would NHC accept reference letters relating to the founder's personal experience and previous engagements?

NHC Response:

No. The reference letters should relate specifically to the consulting firm submitting the bid.

2. GRAP and Public-Sector Experience

Question:

The Terms of Reference require the appointed firm to demonstrate relevant experience, including:

- GRAP;
- preparation and/or review of Annual Financial Statements (AFS);
- material misstatements and prior-period errors; and
- experience relating to AGSA findings and recommendations.

Could NHC please clarify whether this experience must be demonstrated exclusively through the bidding entity itself, or whether relevant experience and expertise may be provided through a suitably qualified specialist partner, consortium/JV member or subcontracted specialist?

NHC Response:

The service provider must demonstrate its relevant experience through an appropriate methodology and proposed working plan. The methodology should demonstrate the bidder's capability in relation to GRAP, preparation/review of Annual Financial Statements, material misstatements and prior-period errors, as well as AGSA findings and recommendations.

The service provider will be expected to be knowledgeable in these areas and capable of providing appropriate solutions.

3. CaseWare Experience

Question:

The Terms of Reference refer to experience with both Sage and CaseWare.

Could NHC please clarify whether direct CaseWare experience is a mandatory eligibility requirement, or whether bidders may propose an appropriate implementation/support arrangement whereby Sage is used as the underlying accounting system and a suitably qualified specialist provides the CaseWare/GRAP AFS functionality and technical support?

NHC Response:

Experience with both **CaseWare and Sage is a mandatory requirement**. The proposed resource/person must have experience with these systems.

In the case of a JV/consortium, the service provider must clearly indicate the **lead partner**, which must have a minimum **51% participation**.

4. Use of Specialist Partners

Question:

Where a bidder does not have all the specialist technical capabilities in-house, would NHC permit the bidder to include appropriately qualified specialists or specialist firms as part of its proposed delivery team?

If so, could NHC please clarify whether the experience and qualifications of such specialists may be considered when evaluating the bidder's technical capability?

NHC Response:

NHC has confirmed that CaseWare and Sage experience is mandatory and that the relevant person must have experience with both systems.

Where the bid is submitted as a JV/consortium, the lead partner must be clearly identified and must hold at least **51% participation**.

5. Minimum Seven-Year Experience Requirement

Question:

The Terms of Reference indicate a minimum of seven years' relevant experience at firm level.

Could NHC please clarify whether the seven-year requirement applies strictly to the bidding entity, or whether experience attributable to a JV/consortium partner or specialist delivery partner may contribute towards satisfying this requirement?

NHC Response:

The requirement specifies a **minimum combined experience** in:

- Finance;
- Accounting;
- GRAP;
- Annual Financial Statements (AFS);
- audit findings and remediation; and
- financial management services.

Accordingly, the relevant experience should be demonstrated through the proposed service provider/delivery arrangement in line with the requirements of the Terms of Reference.

Supporting Documentation for Demonstrating Experience

All reference letters, appointment letters and purchase orders (POs) submitted as evidence of relevant experience should clearly indicate the **date of appointment/engagement and the relevant period of service**.

This information is required to enable NHC to verify and quantify the **number of years of relevant experience** demonstrated by the bidder and/or proposed resources.

Bidders should therefore ensure that all supporting documentation clearly reflects the applicable dates and sufficiently demonstrates the duration of the relevant experience.