INDUSTRIAL DEVELOPMENT CORPORATION

APPOINTMENT OF PROFESSIONAL SERVICE PROVIDER/S FOR BALANCE SHEET SUBSTANTIATION, PREVENTATIVE FINANCIAL CONTROLS AND BUSINESS TRANSFORMATION ADVISORY SERVICES FOR THE IDC

RFP number	**T42/07/26**
Issue date	**21 July 2026**
Closing date and time	**07 Aug 2026 at 11:00am**
Tender validity period	**120 days from the closing date and time**
Responses to this RFP should ONLY be forwarded to:	https://idcza-my.sharepoint.com/:f:/g/personal/moitlisim_idc_co_za/IgBjb3s78MkLQq1rFWMdGFuxAQxMDncLmg7zK9_sRO44yTA

NB: All enquiries regarding this RFP must be forwarded to the Procurement Specialist Joseph Phiri at josephp@idc.co.za within three (3) days after the RFP has been issued. No enquiries from bidders will be entertained after the closing date of this RFP and during the subsequent evaluation processes. IDC however reserves the right to clarify any information with any bidder regarding their response to this RFP.

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SECTION 1: GENERAL CONDITIONS OF BID

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1. PROPRIETARY INFORMATION

Industrial Development Corporation of SA Ltd (IDC) considers this Request for Proposal (RFP) and all related information, either written or verbal, which is provided to the respondent, to be proprietary to IDC. It shall be kept confidential by the respondent and its officers, employees, agents and representatives. The respondent shall not disclose, publish, or advertise this RFP or related information to any third party without the prior written consent of IDC.

2. ENQUIRIES

2.1. All communication and attempts to solicit information of any kind relative to this RFP should be submitted **in writing** to:

Name:	Mr Joseph Phiri
Telephone Number: Office:	+27 11 269 3810
Email address:	josephp@idc.co.za

2.2. Enquiries in relation to this RFP will not be entertained after **28 July 2026**

2.3. The enquiries will be consolidated, and IDC will issue one response, and such response will be posted, within two days after the last day of enquiries, onto the IDC website (www.idc.co.za) under tenders i.e., next to the same RFP document.

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

3. BID VALIDITY PERIOD

3.1. Responses to this RFP received from bidders will be valid for a period of **120** days counted from the bid closing date.

4. INSTRUCTIONS ON SUBMISSION OF BIDS

4.1. Bid responses must be submitted in electronic format only and must be e-mailed to the dedicated e-mail address as provided herein.

4.2. Bid responses should be in generally acceptable / standard electronic file format/s (i.e., Microsoft suite of products or pdf) to enable access thereto by the IDC for purposes of evaluating responses received. Where documents are presented in a format which cannot be accessed by the IDC through generally acceptable formats, such bid response will be disqualified.

4.3. The closing date for the submission of bids is **07 August 2026** not later than 11h00 AM (before midday). No late bids will be considered. Bids must only be sent to https://idcza-my.sharepoint.com/:f:/g/personal/moitlisim_idc_co_za/IgBjb3s78MkLQq1rFWMdGFuxAQxMDncLmg7zK9_sRO44yTA Bids sent to any other email address other than the one specified herein will be disqualified and will not be considered for evaluation. It is the bidder's responsibility to ensure that the bid is sent to the correct email address and that this is received by the IDC before the closing date and time in IDC's dedicated tender e-mail inbox / address https://idcza-my.sharepoint.com/:f:/g/personal/moitlisim_idc_co_za/IgBjb3s78MkLQq1rFWMdGFuxAQxMDncLmg7zK9_sRO44yTA

4.4. Bidders are advised to submit / send its bid responses **at least 30 minutes before the 11h00** AM deadline to avoid any technical challenges in this regard which may result in bid responses being received late. IDC's e-mail servers are configured to receive e-mails with sizes up to 50MB.

4.5. The IDC will not be held responsible for any of the following:

4.5.1. bid responses sent to the incorrect email address.

4.5.2. bid responses being inaccessible due to non-standard electronic file formats being utilised to submit responses by bidders.

4.5.3. any security breaches and unlawful interception of tender / bid responses by third parties outside the IDC's IT network domain.

4.5.4. bid responses received late due to any IT network related congestions and/or technical challenges; and

4.5.5. bid responses with file size limits greater than IDC's e-mail receipt capacity of 50MB.

4.6. Only responses received via the specified email address will be considered.

4.7. Where a complete bid response (Inclusive of all relevant Schedules) is **not received** by the IDC in its electronic portal by the closing date and time, such a bid response will be regarded as incomplete and late. Such late and / or incomplete bid will be disqualified. **It is the IDC's policy not to consider late bids for tender evaluation.**

4.8. Amended bids may be sent to the electronic portal **marked** "Amendment to bid" and should be received by the IDC **before** the closing date and time of the bid.

5. PREPARATION OF BID RESPONSE

5.1. All the documentation submitted in response to this RFP must be in English.

5.2. The bidder is responsible for all the costs that it shall incur related to the preparation and submission of the bid document.

5.3. Bids submitted by bidders which are companies or 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.

5.4. The bidder should check the numbers of the pages of its bid to satisfy itself that none are missing or duplicated. No liability will be accepted by IDC in regard to anything arising from the fact that pages of a bid are missing or duplicated.

5.5. Bidder's tax affairs with SARS must be in order (tax compliant status) and bidders must provide written confirmation to this effect as part of their tender response.

5.6. In the event that the bidding structure is a Prime Contractor with Sub-contractor/(s), then the Prime Contractor must not hold lower % of the contract value than **any** of the subcontractors.

6. SUPPLIER PERFORMANCE MANAGEMENT

6.1. Supplier Performance Management is viewed by the IDC as a critical component in ensuring value for money acquisition and good supplier relations between the IDC and all its suppliers.

6.2. The successful bidder shall upon receipt of written notification of an award, be required to conclude a Service Level Agreement (SLA) with the IDC, which will form an integral part of the supply agreement. The SLA will serve as a tool to measure, monitor, and assess the supplier performance and ensure effective delivery of service, quality and value-add to IDC's business.

6.3. Successful bidders will be required to comply with the above condition and also provide a scorecard on how their product / service offering is being measured to achieve the objectives of this condition.

7. ENTERPRISE AND SUPPLIER DEVELOPMENT

The IDC promotes enterprise development. In this regard, successful bidders may be required to mentor SMMEs and/ or Youth-Owned businesses. The implications of such arrangement will be subject to negotiations between the IDC and the successful bidder.

8. IDC'S RIGHTS

8.1. The IDC is entitled to amend any bid condition, bid validity period, RFP specification, or extend the bid closing date, all before the bid closing date. All bidders, to whom the RFP documents have been issued and where the IDC have record of such bidders, may be advised in writing of such amendments in good time and any such changes will also be posted on the IDC's website under the relevant tender information. All prospective bidders should therefore ensure that they visit the website regularly and before they submit their bid response to ensure that they are kept updated on any amendments in this regard.

8.2. The IDC reserves the right not to accept the lowest priced bid or any bid in part or in whole. It normally awards the contract to the bidder who proves to be fully capable of handling the contract and whose bid is functionally acceptable and financially advantageous to the IDC.

8.3. The IDC reserves the right to conduct site visits at bidder's corporate offices and / or at client sites if so required.

8.4. The IDC reserves the right to request all relevant information, agreements, and other documents to verify information supplied in the bid response. The bidder hereby gives consent to the IDC to conduct background checks, including FICA verification, on the bidding entity and any of its directors / trustees / shareholders / members.

8.5. The IDC reserves the right, at its sole discretion, to appoint any number of vendors to be part of this panel of service providers, if applicable (i.e., where a panel is considered).

8.6. The IDC reserves the right of final decision on the interpretation of its tender requirements and responses thereto.

8.7. The IDC reserves the right to consider professional conduct and experiences it had with any bidder which rendered similar services to the IDC in the past 5 years over and above the references put forward by the bidder in its response.

9. UNDERTAKINGS BY THE BIDDER

9.1. By submitting a bid in response to the RFP, the bidder will be taken to offer to render all or any of the services described in the bid response submitted by it to the IDC on the terms and conditions and in accordance with the specifications stipulated in this RFP document.

9.2. The bidder shall prepare for a possible presentation should IDC require such and the bidder will be required to make such presentation within five (5) days from the date the bidder is notified of the presentation. Such presentation may include a practical demonstration of products or services as called for in this RFP.

9.3. The bidder agrees that the offer contained in its bid shall remain binding upon him/her and receptive for acceptance by the IDC during the bid validity period indicated in this RFP and its acceptance shall be subject to the terms and conditions contained in this RFP document read with the bid.

9.4. The bidder furthermore confirms that he/she has satisfied himself/herself as to the correctness and validity of his/her bid response; that the price(s) and rate(s) quoted cover all the work/item(s) specified in the bid response documents; and that the price(s) and rate(s) cover all his/her obligations under a resulting contract for the services contemplated in this RFP; and that he/she accepts that any mistakes regarding price(s) and calculations will be at his/her risk.

9.5. The successful bidder accepts full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on him/her under the supply agreement and SLA to be concluded with IDC, as the principal(s) liable for the due fulfilment of such contract.

9.6. The bidder accepts that all costs incurred in the preparation, presentation and demonstration of the solution offered by it shall be for the account of the bidder. All supporting documentation and manuals submitted with its bid will become IDC property unless otherwise stated by the bidder/s at the time of submission.

10. REASONS FOR DISQUALIFICATION

10.1. The IDC reserves the right to disqualify any bidder which does any one or more of the following, and such disqualification may take place without prior notice to the offending bidder:

- 10.1.1. bidder whose Tax Status is non-compliant, after they have been notified accordingly and remain non-compliant.
- 10.1.2. bidder who submits incomplete information and documentation according to the requirements of this RFP document.
- 10.1.3. bidder who submits information that is fraudulent, factually untrue, or inaccurate information.
- 10.1.4. bidder who receives information not available to other potential bidders through fraudulent means.
- 10.1.5. bidder who does not comply with any of the mandatory requirements as stipulated in the RFP document.
- 10.1.6. bidder who fails to comply with POPIA requirements as listed herein.
- 10.1.7. bidder, as the prime contractor, who holds a lower percentage in terms of the value of the contract than any of its subcontractor/(s).

11. RETURNABLE SCHEDULES

Bidders shall submit their bid responses in accordance with the returnable schedules specified below (each schedule must be clearly marked):

11.1. Cover Page: (the cover page must clearly indicate the RFP reference number, bid description and the bidder's name)

11.2. Schedule 1:

- 11.2.1. Executive Summary (explaining how you understand the requirements of this RFP and the summary of your proposed solution)

11.3. Schedule 2:

- 11.3.1. Copy of Board Resolution, duly certified.
- 11.3.2. Originally certified copy of ID document for the Company Representative.
- 11.3.3. Annexure 2: Acceptance of Bid Conditions and Bidder's Details (duly completed and signed).
- 11.3.4. Annexure 3: Tax Compliance Requirements (duly completed and signed).
- 11.3.5. Annexure 4: Bidders Disclosure (duly completed and signed).
- 11.3.6. Annexure 5: Shareholders and Directors Information (duly completed and signed)
- 11.3.7. Annexure 6: BEE Commitment Plan.
  - 11.3.7.1. Bidders must submit a B-BBEE verification certificate. For Exempted Micro Enterprises (EME) with an annual revenue of less than R10 million and Qualifying Small Enterprises (QSE) with an annual revenue of between R10 million and R50 million per annum, a sworn affidavit confirming the annual total revenue and level of black ownership may be submitted. Any misrepresentation in terms of the declaration constitutes a criminal offence as set out in the B-BBEE Act as amended.
- 11.3.8. Annexure 7 Disclosure Statement (duly responded to).

11.3.9. Annexure 8 Privacy & Protection of Personal Information (duly completed and signed, if applicable).

11.3.10. Statement of Financial Position of the Bidder: Latest Audited Financial Statements (where applicable in terms of the Company's Act) and/or independently reviewed financial statements and/or Cashflow Budget for new entities with no financial records.

11.3.11. Copy of Joint Venture/ Consortium/ Subcontracting Agreement duly signed by all parties (if applicable).

Note: If a bidder is a Consortium, Joint Venture or Prime Contractor with Subcontractor(s), the documents listed above must be submitted for each Consortium/ JV member or Prime Contractor and Subcontractor(s).

11.4. Schedule 3:

Response to Section 2: Functional Requirements Specification, in line with the format indicated in this RFP document.

11.4.1. Annexure 1: Response format for section 2 of this RFP document duly completed and signed.

11.5. Schedule 4:

Price Proposal (response to Section 3 Cost Proposal of this RFP document).

Note: Must be submitted as a separate file/document marked Schedule 4: Price/Cost Proposal)

12. EVALUATION CRITERIA AND WEIGHTINGS

Bids shall be evaluated in terms of the following process:

12.1. Phase 1: Initial Screening Process: During this phase, bid responses will be reviewed for purposes of assessing compliance with RFP requirements including the general bid conditions and also the Specific Conditions of Bid, which requirements include the following:

- IDC will make use of the Central Supplier Database (CSD) to access key information which is required to conduct supplier vetting including Company Registration status, tax compliance status and any other relevant checks conducted on CSD.
- In the event that the bidding structure is a Prime Contractor with Sub-contractor/(s), then IDC will evaluate the information provided in Annexure 2 (Acceptance of Bid Conditions and Bidder's Details) and if determined that the Prime Contractor holds a lower percentage in terms of the value of the contract than any of its subcontractor/(s), then the bid will be disqualified.
- Submission of ID copy for the Company Representative as referenced in 11.3.2 above.
- BEE Status Certification as referenced in 11.3.7.1 above.
- Completion of all Standard Bidding Documents and other requirements, as reflected in this RFP, which covers the following:
  - Section 2: Functional Requirements Specification.
  - Section 3: Cost Proposal.
  - Annexure 1: Response Format for Section 2.
  - Annexure 2: Acceptance of Bid Conditions and Bidders Details.
  - Annexure 3: Tax Compliance Requirements.
  - Annexure 4: Bidder's Disclosure.
  - Annexure 5: Shareholders And Directors Information.
  - Annexure 6: BEE Commitment Plan.
  - Annexure 7: Disclosure Statement.
  - Annexure 8: Privacy & Protection of Personal Information Act 4 of 2013 Requirements.

Note: Failure to comply with the requirements assessed in Phase 1 (compliance), may lead to disqualification of bids.

12.2. Phase 2: Technical/ Functionality Evaluation

Bid responses will be evaluated in accordance with the Functional criteria as follows:

12.2.1. Mandatory Functional/ Technical Requirements

All bid responses that do not meet the Mandatory Functional Requirements will be disqualified and will not be considered for further evaluation on the Other Functional Requirements. The Mandatory Functional Requirements are stated in section 2 of this RFP document.

Note: Failure to comply with the Mandatory Functional Requirements assessed in this phase will lead to disqualification of bids.

12.2.2. Other Functional/ Technical Requirements (All categories)

With regards to the other Functional Requirements, the following criteria (set out in more detail in section 2 of this RFP document) and the associated weightings will be applicable:

Number	ELEMENT	WEIGHT
1	BIDDER'S PROPOSED METHODOLOGY	30
2	BIDDER'S RELEVANT EXPERIENCE AND TRACK RECORD	30
3	QUALIFICATIONS, SKILLS AND EXPERIENCE OF THE PROPOSED TEAM	20
4	PRESENTATIONS	20
TOTAL		**100**

Note:

- **Bidders who score 56.00 points out of 80.00 points or more in total for the functional/technical requirements will be shortlisted for presentations.**

- **All bids that fail to achieve the minimum overall qualifying score of 70% on functional/technical requirements including the presentations shall not be considered for further evaluation on Price and Specific Goals.**

12.3. Phase 3: Preference Point System

All bids that achieve the minimum qualifying score for Functionality (acceptable bids) will be evaluated further in terms of the preference point system, as follows:

CRITERIA	POINTS
Price	80
B-BBEE	20
TOTAL	**100 points**

[1]Specific Goals for this tender and points that may be claimed are indicated per table below:

SPECIFIC GOALS	POINTS (80/20 system)
Black ownership [2]	**10**
30% Black women ownership	**5**
Any % of ownership by Black Designated Groups[3]	**2**

Reconstruction Development Programme Objective: Promotion of SMMEs (Entities that are EME or QSE)	**3**
TOTAL POINTS	**20**

[2]Black ownership: 100% black owned entities will score the full 10 points (if 80/20 system) and between 51% - 99.99% black owned entities will score 4 points (if 80/20 system).

[3]Black Designated Groups has the meaning assigned to it in the codes of good practice issued in terms of section 9(1) of the Broad-Based Black Economic Act as amended.

Note: Only enterprises with direct Black shareholding that fall under the four categories below be considered for allocation of points on Specific Goal:

- Exercisable voting rights in the hands of Black people
- Exercisable voting rights in the hands of Black women
- Exercisable voting rights in the hands of Black Designated Groups
- Employee Share Ownership Programmes ("ESOPs") with direct shareholding and exercisable voting rights in the hands of Black People, Black woman, and Black Designated Groups

12.4. Phase 4: Objective Criteria

This contract will be awarded to the bidder scoring the highest points unless an objective criterion justifies the award of the tender to a bidder other than the highest scoring bidder.

12.4.1. Objective Criteria are:

The bidder must pose less risk to the IDC. The risk will be assessed in terms of, but not limited to, the following:

- Reputational Risk: This will be assessed in line with the bidder's disclosure (Refer to Annexure 7: Disclosure statement of this document) and the IDC Compliance and Regulatory Affairs Department (CRAD) screening report.
- Concentration Risk: Over exposure to a single bidder.
- The bidder's financial capability in relation to the execution of the contract.
- The bidder's past performance in IDC contracts.

13. PROMOTION OF EMERGING BLACK OWNED SERVICE PROVIDERS

It is the IDC's objective to promote transformation across all industries and/ or sectors of the South African economy and as such, bidders are encouraged to partner with a black owned entity (being 50%+1 black owned and controlled). Such partnership may include the formation of a Joint Venture and/ or subcontracting agreement etc., where a portion of the work under this tender would be undertaken by black owned entities. To give effect to this requirement, bidders are required to submit a partnership / subcontracting proposal detailing the portion of work to be outsourced, level of involvement of the black owned partner and where relevant, submit either a consolidated B-BBEE scorecard or each bidder of the partnership in their individual capacity to submit a BEE certificate or Sworn Affidavit in case of an EME or QSE which will be considered as part of the Specific Goals scoring listed in 12.3.

SECTION 2: FUNCTIONAL REQUIREMENTS SPECIFICATION

SECTION 2: FUNCTIONAL REQUIREMENTS

1. SPECIAL INSTRUCTIONS TO BIDDERS

1.1. Should a bidder have reason to believe that the Functional Requirements are not open/fair and/or are written for a particular service provider; the bidder must notify IDC Procurement within five (5) days after publication of the RFP.

1.2. Bidders shall provide full and accurate answers to the questions posed in this RFP document, and, where required explicitly state “Comply/Not Comply” regarding compliance with the requirements. Bidders must substantiate their response to all questions, including full details on how their proposal/solution will address specific functional/ technical requirements; failure to substantiate may lead to the bidder being disqualified. All documents as indicated must be supplied as part of the bid response.

1.3. Failure to comply with Mandatory Requirements may lead to the bidder being disqualified.

2. BACKGROUND INFORMATION

Established in 1940, the Industrial Development Corporation of South Africa Limited (“IDC”) is a national development finance institution established to promote economic growth and industrial development. The IDC prepares its Annual Financial Statements in accordance with applicable financial reporting standards and regulatory requirements, including IFRS® Accounting Standards, the Public Finance Management Act, JSE Debt Listings Requirements, and the Industrial Development Corporation Act.

The Finance function is responsible for ensuring that financial reporting outputs are accurate, complete, reliable, audit-ready, and supported by sound governance, robust reconciliations, appropriate substantiation, effective internal controls and efficient ways of working. Strengthening financial discipline, audit readiness, controls and Finance performance require a structured and sustainable approach to balance sheet substantiation, preventative financial controls and business transformation, including process optimisation, automation, data integration, capability building and enhanced Finance business partnering.

It is against this background that the IDC seeks to appoint qualified professional service provider/s to advise on the design and implementation of a Balance Sheet Substantiation Framework, the Enhancement of preventative financial controls, and the execution of a Business Transformation.

3. SCOPE OF WORK/TERMS OF REFERENCE

3.1. The successful qualified professional service provider(s) appointed will be required to support the Finance function in strengthening financial governance, improving audit readiness, reducing financial reporting risk and enabling sustainable business transformation within the Finance function. The scope covers the design and implementation of a standardised, risk-based Balance Sheet Substantiation Framework; the enhancement of preventative financial controls; and business transformation support aimed at improving the efficiency, effectiveness and sustainability of key finance processes through process optimisation, automation, data integration, improved ways of working, capability building and enhanced Finance business partnering.

The appointed service provider(s) will also be expected to support management in translating internal and external audit findings, including overdue and recurring findings, into practical remediation plans with clear root causes, accountable owners, target dates, evidence requirements, closure criteria and progress reporting mechanisms.

The services are grouped into three (3) service categories, as outlined below. Bidders must indicate the service category or categories for which they are submitting a proposal.

Category	**Description**	**Required services and deliverables**	**PLEASE TICK (✓)**
Service Category 1	Design and implementation of a standardised, risk-based Balance Sheet Substantiation Framework.	In relation to this category, the appointed service providers will be expected to assist IDC in developing a practical and sustainable framework that clarifies account ownership, standardises substantiation requirements, strengthens review and approval disciplines, and improves the quality of supporting evidence for financial reporting purposes	.
Service Category 2	Enhancement of the preventative financial control environment.	The appointed service provider will be expected to assess and design enhancements to preventative financial controls to reduce reliance on detective controls and manual after-the-fact corrections and provide implementation support for approved control improvements, including pilot testing, refinement, training, and handover. These enhancements are expected on both IT-dependent and automated controls, as well as manual preventative controls across key finance processes	
Service category 3	Business transformation	This is expected to support a faster, more predictable and better-controlled month-end and financial statement close processes, reduce processing errors and manual rework, strengthen the overall control environment, and contribute to lower operating costs through process optimisation, reduced manual effort and more effective use of Finance resources.	
Bidders may bid for one or more of the three service categories. Where a bidder bids for more than one category, it must separately demonstrate compliance with the requirements applicable to each category. IDC may appoint one bidder for all categories, appoint different bidders for each category, or appoint any combination of bidders that, in IDC's sole discretion, best meets its requirements.			

3.1.1 Service Category 1: design and implementation of a standardised, risk-based Balance Sheet Substantiation Framework.

In relation to this category, the appointed service providers will be expected to assist IDC in developing a practical and sustainable framework that clarifies account ownership, standardises substantiation requirements, strengthens review and approval disciplines, and improves the quality of supporting evidence for financial reporting purposes as follows:

- Develop a comprehensive Balance Sheet Substantiation Framework, including policy principles, methodology, governance requirements, account ownership, minimum documentation standards, evidence requirements, frequency of substantiation, and review protocols.
  - ✓ Define risk-based account classification criteria, materiality thresholds, tolerance levels, escalation triggers, and treatment of aged, unsupported, suspense, clearing, and reconciling items.
  - ✓ Develop standard reconciliation and substantiation templates for key balance sheet account categories.
  - ✓ Define preparer, reviewer, approver, finance leadership, and governance oversight responsibilities, including a RACI matrix.
  - ✓ Design reporting and monitoring mechanisms, including dashboards, key performance indicators, exception reporting, ageing analysis, remediation tracking, and management certification.
  - ✓ Link the Balance Sheet Substantiation Framework to audit finding remediation by identifying aged, unsupported, suspense, clearing and reconciling items that have resulted in recurring internal or external audit findings, and defining clear remediation actions, ownership, timelines and closure evidence.
  - ✓ Identify implementation considerations, dependencies, risks, and practical rollout requirements for IDC management approval.
  - ✓ This engagement will also include but not limited to the implementation support, provided on an ad hoc basis, to ensure that approved framework is embedded in a practical, sustainable and operationally effective manner. This support may include the development of practical tools, templates, operating procedures, governance mechanisms, training, knowledge transfer, pilot support and handover activities.

3.1.2 Service Category 2: enhancement of the preventative financial control environment.

This category focuses on reducing the risk of errors, omissions, misstatements, unsupported balances, and inappropriate postings before they impact financial reporting.

The appointed service provider will be expected to assess and design enhancements to preventative financial controls to reduce reliance on detective controls and manual after-the-fact corrections, identify related process optimisation opportunities that improve the efficiency, consistency and control of key finance processes, and also provide implementation support for approved control and process improvements, including pilot testing, refinement, training, and handover. These enhancements are expected on both IT-dependent and automated controls, as well as manual preventative controls across key finance processes, as follows:

3.1.2.1 <u>IT-Dependent and automation controls:</u>

- Assess existing IT-dependent and automated controls within ERP, financial reporting, reconciliation, workflow, and related finance systems.

- Review system configuration, automated validations, interface controls, system-generated reports, workflow approvals, exception handling, access dependencies, and data integrity controls relevant to financial reporting and balance sheet substantiation.
- Identify opportunities to prevent erroneous postings, unauthorised transactions, incomplete data transfers, duplicate processing, inappropriate master data changes, and unsupported journal entries.
- Recommend enhancements to embedded system controls, validation rules, approval workflows, automated reconciliations, exception reports, and audit trails.
- Document IT-dependent controls, control owners, control frequency, system dependencies, evidence requirements, and monitoring mechanisms.
- Provide practical implementation guidance, including prioritisation of quick wins and longer-term system enhancement opportunities.

3.1.2.2 Manual Preventative Controls:

- Review manual preventative controls across key finance processes, including reconciliations, journals, provisions, accruals, impairments, loans, investments, payroll-related balances, taxation, intercompany balances, and consolidation activities where applicable.
- Assess the adequacy of review and approval controls, segregation of duties, pre-posting checks, reconciler and reviewer certification, exception approvals, and supporting evidence requirements.
- Design standard control activities that are clear, practical, repeatable, auditable, and aligned to financial statement risks.
- Develop control documentation, including control descriptions, objectives, frequency, owners, evidence, dependencies, escalation protocols, and quality standards.
- Recommend improvements to reduce control duplication, eliminate ineffective controls, strengthen accountability, and improve consistency across finance teams.
- Identify process optimisation opportunities within manual preventative controls, including simplification of handoffs, reduction of rework, standardisation of approval routines, removal of duplicate control activities, and alignment of controls to efficient finance workflows.
- Perform root-cause analysis of recurring control deficiencies and audit findings, and recommend preventative control enhancements, process improvements and monitoring mechanisms to prevent recurrence and support timely closure of overdue remediation actions

3.1.3 Service category 3: Business transformation

In relation to this category, the appointed service providers will be expected to assist in transforming finance functions. The business transformation support should enable Finance to operate with greater efficiency, discipline and consistency by simplifying processes, standardising ways of working, improving data quality and embedding practical automation where appropriate.

This is expected to support a faster, more predictable and better-controlled month-end and financial statement close processes, reduce processing errors and manual rework, strengthen the overall control environment, and contribute to lower operating costs through process optimisation, reduced manual effort and more effective use of Finance resources. The scope of work in this category can be grouped into the following key areas:

3.1.3.1 Process Optimisation, Automation and AI Enablement

- Assess and optimise key finance processes, including the month-end and year-end close, reconciliations, journals, accruals, provisions, reporting, planning and management information processes, with the objective of improving speed, accuracy, accountability and control.
- Identify opportunities to eliminate duplicate activities, manual workarounds, non-value-adding process steps, fragmented handoffs and inefficient approval routines across Finance.
- Design standardised, simplified and repeatable finance processes supported by clear ownership, defined service levels, appropriate controls, escalation protocols and consistent documentation standards.
- Identify and prioritise automation opportunities for repetitive, rules-based and high-volume finance activities, including workflow approvals, reconciliations, reporting, data extraction, validation checks, exception reporting and close monitoring.
- Assess practical opportunities to embed automation, analytics and responsible use of AI to improve process efficiency, reduce processing errors, enhance early-warning indicators, support exception management and strengthen decision-making.
- Reduce reliance on Excel-based processing and offline manual interventions by promoting integrated workflows, controlled data inputs, system-enabled processes and a reliable single source of planning and reporting data.

3.1.3.2 Data Strategy, Integration and Management

- Define a finance data strategy that supports accurate, timely and insight-driven reporting, including clear data ownership, data governance, data quality standards and alignment to Finance reporting requirements.
- Transition Finance from primarily historical reporting to forward-looking analysis by enabling actionable insights, trend analysis, early-warning indicators and improved management decision support.
- Eliminate duplicate data repositories, manual data extraction processes and fragmented spreadsheets by promoting integrated data flows, standardised data definitions and a reliable single source of finance data.
- Improve data integration across relevant finance systems, planning tools, reconciliation processes and reporting platforms to support automation, reduce errors and improve the speed and reliability of financial reporting.
- Identify practical data management improvements, including data cleansing, master data controls, reporting dashboards, data lineage, access controls and ongoing monitoring mechanisms.

3.1.3.3 Finance Business Partnering Model Transformation

- Assess the current Finance business partnering model, including role clarity, stakeholder engagement, service expectations, reporting responsibilities, decision-support processes and alignment between Finance and business units.

- Assess the broader Finance operating model, including the allocation of responsibilities between central Finance, finance business partners, business units and other support functions, to ensure role clarity, accountability, efficient service delivery and improved alignment between Finance and the business.
- Define a target-state business partnering model that positions Finance as a proactive strategic partner, providing timely insights, financial analysis, challenge, guidance and decision support to management and business stakeholders.
- Clarify roles, responsibilities, service levels, engagement protocols, governance routines and escalation mechanisms between Finance, business units and other relevant support functions.
- Improve the quality and consistency of financial planning, budgeting, forecasting, performance analysis, variance commentary and management reporting to support more informed business decisions.
- Identify capability, skills, tools, data and reporting requirements required to strengthen Finance business partnering effectiveness, including the use of analytics, dashboards and forward-looking insights.
- Develop practical implementation recommendations, including capability-building interventions, stakeholder engagement actions, adoption measures and benefit realisation indicators for the enhanced Finance partnering model.
- This engagement will also include but not limited to the implementation support, provided on an ad hoc basis, to ensure that approved process and control improvements are embedded in a practical, sustainable and operationally effective manner. This support may include the development of practical tools, templates, operating procedures, governance mechanisms, training, knowledge transfer, pilot support and handover activities.

3.2. The service provider(s) will be required to develop a practical implementation roadmap and reporting pack to support management updates to Exco, the Board Audit Committee and other governance structures, including milestones, risks, dependencies, progress against remediation actions, overdue items and benefits realised.

3.3. The service provider(s) will not assume management accountability, approve financial transactions, operate controls on behalf of IDC, or make decisions reserved for IDC management.

4. PROJECT TIMELINES

The appointed panel of service provider(s) will be required to commence immediately upon award and provide professional advisory, enhancement, design and implementation support services for a period of three (3) years.

5. TECHNICAL EVALUATION CRITERIA

5.1. Other Technical Requirements

The service provider must indicate their compliance/ non-compliance to the following requirements and to substantiate as required. The bidder must respond in the format below, where additional information is provided/ attached somewhere else; such information must be clearly referenced.

Category 1

5.1.1 PROPOSED METHODOLOGY AND IMPLEMENTATION APPROACH FOR SERVICE CATEGORY 1	Comply	Partially Comply	Not Comply
The bidder must provide a detailed methodology and implementation approach explaining how it will deliver **Service Category 1- Design and implement Balance Sheet Substantiation Framework.** **The bidder's proposed methodology must clearly cover and address, at a minimum, the following key areas** • Current-state assessment • Framework design • Risk classification • Templates and standards • Roles and accountability • Review and certification • Monitoring and reporting • Audit finding remediation linkage, overdue matter tracking and closure evidence • Implementation and handover			
Substantiate / Comments			

5.1.2 BIDDER'S RELEVANT EXPERIENCE	Comply	Partially Comply	Not Comply
The bidder must demonstrate relevant experience in **Design and implementation of Balance Sheet Substantiation Frameworks.** The bidder must submit a minimum of three (3) relevant contacted references from clients for whom the bidder has successfully delivered similar service in the last five (5) years. Please refer to **Table (a) of Annexure 1** of this document for the format in which the required information must be provided.			
Substantiate / Comments			

<table>
<tr><th>5.1.3 QUALIFICATIONS, SKILLS AND EXPERIENCE OF THE PROPOSED TEAM</th><th>Comply</th><th>Partially Comply</th><th>Not Comply</th></tr>
<tr><td>The bidder must demonstrate that its proposed key personnel possess the requisite qualifications, professional registrations (where applicable), relevant experience, and availability to successfully deliver <u>Service Category 1: Design and Implement a Balance Sheet Substantiation Framework</u>.

The project team should typically include resources with qualifications and experience in accounting, financial controls, governance, and transformation as follows:

1. Project Lead: Must possess a minimum of bachelor’s degree in accounting, Finance, Commerce, or related field with a minimum of eight (8) years relevant experience.
2. Financial Controls / Balance Sheet Substantiation Specialist/s: bachelor’s degree in accounting, finance with a minimum of five (5) years relevant experience.

The bidder must provide details of the proposed project team in accordance with Table (b) of Annexure 1. The information provided must clearly demonstrate the suitability of the proposed personnel for the assignment.

The bidder must submit the following:

• Project Team Structure - The bidder must provide an organisational structure/chart for the proposed project team, clearly indicating key roles, responsibilities, and resource allocation. Please refer to Table (b) Annexure 1 of this document for the format in which the required information must be provided; and

• Curriculum Vitae (CVs) - Detailed Curriculum Vitae (CVs) for all key personnel and key team members, indicating:

✓ Academic qualifications;
✓ Professional registrations, certifications, and memberships (where applicable);
✓ Total years of relevant experience;
✓ Experience relevant to the scope of work under Service Category 1;
✓ The proposed role and responsibilities for this engagement.</td><td></td><td></td><td></td></tr>
<tr><td colspan="4">Substantiate / Comments</td></tr>
</table>

Category - 2

5.1.4 PROPOSED METHODOLOGY AND IMPLEMENTATION APPROACH FOR SERVICE CATEGORY 2	Comply	Partially Comply	Not Comply
The bidder must provide a detailed methodology and implementation approach explaining how it will deliver **Service Category 2- Enhancement of preventative financial controls, including related process optimisation opportunities across key finance processes** **The bidder's proposed methodology must clearly cover and address, at a minimum, the following key areas** • Control assessment • IT-dependent controls • Manual controls • Control design • Ownership and documentation • Root-cause analysis, audit remediation, overdue action closure and monitoring mechanisms • Automation opportunities • Implementation support			
Substantiate / Comments			

5.1.5 BIDDER'S RELEVANT EXPERIENCE	Comply	Partially Comply	Not Comply
The bidder must demonstrate relevant experience in **Enhancement of preventative financial controls.** The bidder must submit a minimum of three (3) relevant contacted references from clients for whom the bidder has successfully delivered similar service in the last five (5) years. Please refer to **Table (a) of Annexure 1** of this document for the format in which the required information must be provided.			
Substantiate / Comments			

<table>
<tr><th>5.1.6 QUALIFICATIONS, SKILLS AND EXPERIENCE OF THE PROPOSED TEAM</th><th>Comply</th><th>Partially Comply</th><th>Not Comply</th></tr>
<tr><td>The bidder must demonstrate that its proposed key personnel possess the requisite qualifications, professional registrations (where applicable), relevant experience, and availability to successfully deliver <u>Service Category 2</u>: <u>Enhancement of preventative financial controls</u>

The project team should typically include resources with qualifications and experience in accounting, financial controls, governance, and transformation as follows:

1. Financial Controls Lead: Must possess a minimum of bachelor’s degree in accounting, Finance, Commerce, or related field with a minimum of eight (8) years relevant experience.

2. Internal Controls Specialist/s: bachelor’s degree in accounting, Auditing, Finance, Risk Management, or related discipline with a minimum of five (5) years relevant experience.

The bidder must provide details of the proposed project team in accordance with Table (b) of Annexure 1. The information provided must clearly indicate key roles, responsibilities, and resource allocation.

The bidder must submit the following:

• Project Team Structure - The bidder must provide an organisational structure/chart for the proposed project team, clearly indicating key roles, responsibilities, and resource allocation: Please refer to Table (b) Annexure 1 of this document for the format in which the required information must be provided; and

• Curriculum Vitae (CVs) - Detailed Curriculum Vitae (CVs) for all key personnel and key team members, indicating:

✓ Academic qualifications;
✓ Professional registrations, certifications, and memberships (where applicable);
✓ Total years of relevant experience;
✓ Experience relevant to the scope of work under Service Category 2;
✓ The proposed role and responsibilities for this engagement.</td><td></td><td></td><td></td></tr>
<tr><td colspan="4">Substantiate / Comments</td></tr>
</table>

Category – 3

5.1.7 PROPOSED METHODOLOGY AND IMPLEMENTATION APPROACH FOR SERVICE CATEGORY 3	Comply	Partially Comply	Not Comply
The bidder must provide a detailed methodology and implementation approach explaining how it will deliver **Service Category 3: Business transformation.** **The bidder's proposed methodology must clearly cover and address, at a minimum, the following key areas** • Current-state assessment • Process optimisation • Automation and AI • Data management • Finance operating model, role clarity and alignment between Finance and the business • Business partnering • Change and capability			
Substantiate / Comments			

5.1.8 BIDDER'S RELEVANT EXPERIENCE	Comply	Partially Comply	Not Comply
The bidder must demonstrate relevant experience in **Business transformation.** The bidder must submit a minimum of three (3) relevant contacted references from clients for whom the bidder has successfully delivered similar service in the last five (5) years. Please refer to **Table (a) of Annexure 1** of this document for the format in which the required information must be provided.			
Substantiate / Comments			

5.1.9 QUALIFICATIONS, SKILLS AND EXPERIENCE OF THE PROPOSED TEAM	Comply	Partially Comply	Not Comply
The bidder must demonstrate that its proposed key personnel possess the requisite qualifications, professional registrations (where applicable), relevant experience, and availability to successfully deliver **Service Category 3: Business transformation.** 1. **Business Transformation Lead:** in Business Management, Commerce, Finance, or a related field with a minimum of ten (10) years relevant experience. 2. **Business Process Specialist/s:** Bachelor's in business management, Industrial Engineering, Information Systems, or related field with a minimum of five (5) years relevant experience. The bidder must provide details of the proposed project team in accordance with **Table (b) of Annexure 1**. The information provided must clearly demonstrate the suitability of the proposed personnel for the assignment. **The bidder must submit the following:** • Project Team Structure - The bidder must provide an organisational structure/chart for the proposed project team, clearly indicating key roles, responsibilities, and resource allocation: **Please refer to Table (b) Annexure 1** of this document for the format in which the required information must be provided; and • Curriculum Vitae (CVs) - Detailed Curriculum Vitae (CVs) for all key personnel and key team members, indicating: ✓ Academic qualifications; ✓ Professional registrations, certifications, and memberships (where applicable); ✓ Total years of relevant experience; ✓ Experience relevant to the scope of work under Service Category 3; ✓ The proposed role and responsibilities for this engagement.			
Substantiate / Comments			

5.1.10 Note: Shortlisted bidders for any category will be required to do a presentation to the IDC technical team covering the following elements.

		Score
Service category 1 - Design and implementation of a standardised, risk-based Balance Sheet Substantiation Framework		
The bidder should demonstrate practical implementation experience through a case study covering:	**Evidence of having:** ✓ Assessed balance sheet accounts. ✓ Reviewed reconciliation processes. **Evidence of developing:** ✓ Balance sheet substantiation policies. **Evidence of:** ✓ Rolling out the framework	30

		Score
Service category 2 - Enhancement of the preventative financial control environment.		
The bidder should present details of at least one (1) comparable project that involve:	✓ Financial control framework design and implementation. ✓ Internal control enhancement programmes. ✓ Fraud prevention and detection controls. ✓ Governance, Risk and Compliance (GRC) initiatives. ✓ Financial process and controls transformation. ✓ Audit remediation programmes. ✓ Control maturity assessments. ✓ Preventative controls within ERP environments (SAP, Oracle, Microsoft Dynamics, etc.).	30

		Score
Service category 3 - Business transformation		
The bidder should present at least one (1) relevant project that include:	• Client name and industry; • Scope of the transformation initiative; • Outcomes achieved; • Business challenges faced by the client; • Diagnostic assessment conducted and proven results.	30

SECTION 3: COST PROPOSAL

SECTION 3: COST PROPOSAL

1. **NOTE: All prices must be VAT inclusive (where applicable) and must be quoted in South African Rand (ZAR).**

2. Are the rates quoted firm for the full period of the contract?

YES	NO

Important: If not firm for the full period, provide details of the basis on which price adjustments shall be applied e.g., CPI etc.

3. All additional costs associated the bidder's offer must be clearly specified and included in the Total Bid Price.

4. Is the proposed bid price linked to the exchange rate?	Yes	No
If yes, the bidder must indicate CLEARLY which portion of the bid price is linked to the exchange rate:		

5. Payments will be linked to specified deliverables after such deliverables have been approved by the IDC. Payments will be made within 30 days from date of invoice.	Comply	Not Comply

6. The IDC reserves the right to consider the guidelines on consultancy rates as set out in the **National Treasury Instruction 02 of 2016/2017: Cost Containment Measures** which took effect from 01 January 2014, where relevant. The bidder must indicate if their proposed rates are in line with the provisions of the referenced National Treasury Instruction: Cost Containment Measures. **The "Guide on Hourly Fee Rates for Consultants" as issued by the Department of Public Service and Administration (DPSA); or Remuneration guidelines issued by professional service organisations or regulatory bodies, may be relevant.**	Comply	Not Comply
Substantiate / Comments		

7. COSTING MODEL

7.1 Category 1

Activity/ Deliverable	Resource(s)	No. of hours	Rate/Hour per resource	Cost (VAT Excl.)
Develop a comprehensive Balance Sheet Substantiation Framework				
Define risk-based account classification criteria,				
Develop standard reconciliation and substantiation templates for key balance sheet account categories				
Define preparer, reviewer, approver, finance leadership, and governance oversight responsibilities, including a RACI matrix.				
Design reporting and monitoring mechanisms				
Link Balance Sheet Substantiation Framework to audit finding remediation by identifying aged, unsupported, suspense, clearing and reconciling items that have resulted in recurring internal or external audit findings, and defining clear remediation actions, ownership, timelines and closure evidence				
Identify implementation considerations, dependencies, risks, and practical rollout requirements for IDC management approval				
Disbursements				
Total Cost (VAT Excl.)				
VAT at 15% if applicable				
Sub-Total Price (7.1) (VAT Incl.)				

7.2 For comparison purposes, bidders must provide cost for 300 hours for ad-hoc support for a period of three (3) years as and when required for <u>Service Category 1- Design and implement Balance Sheet Substantiation Framework,</u> catering for development of practical tools, templates, operating procedures, governance mechanisms, training, knowledge transfer, pilot support and handover activities

	Resources	Rate/Hour per resource	Number of hours	Cost (VAT Excl.)
Ad-hoc support Year 1			**150**	
Ad-hoc support Year 2			**100**	
Ad-hoc support Year 3			**50**	
Sub-Total (B) (VAT Excl.)				
VAT @ 15% (If applicable)				
Sub-Total Price (7.2) (VAT Incl.)				

Total Bid Price (Table 7.1 + 7.2) (VAT Incl.)	

7.3 Category 2

Activity/ Deliverable	Resource(s)	No. of hours	Rate/Hour per resource	Cost (VAT Excl.)
IT-Dependent and automation controls				
Manual Preventative Controls:				
Disbursements				
Total Cost (VAT Excl.)				
VAT at 15% if applicable				
Total Cost (7.3) (VAT Incl.)				

7.4 Category 3

Activity/ Deliverable	Resource(s)	No. of hours	Rate/Hour per resource	Cost (VAT Excl.)
Process Optimisation, Automation and AI Enablement				
Data Strategy, Integration and Management				
Finance Business Partnering Model Transformation				
Disbursements				
Total Cost (VAT Excl.)				
VAT at 15% if applicable				
Total Cost (VAT Incl.)				

7.5 For comparison purposes, bidders must provide cost for 300 hours for ad-hoc support for a period of three (3) years as and when required for <u>Service Category 3- Business transformation,</u> catering for development of practical tools, templates, operating procedures, governance mechanisms, training, knowledge transfer, pilot support and handover activities

	Resources	Rate/Hour per resource	Number of hours	Cost (VAT Excl.)
Ad-hoc support Year 1			**150**	
Ad-hoc support Year 2			**100**	
Ad-hoc support Year 3			**50**	
Sub-Total (B) (VAT Excl.)				
VAT @ 15% (If applicable)				
Sub-Total Price (7.5) (VAT Incl.)				

Total Bid Price (Table 7.4 + 7.5) (VAT Incl.)	

The bidder must provide a detailed breakdown of the Disbursements as follows:

Cost Element	Cost (VAT Excl.)
Sub-Total Disbursements	

Note on pricing:

Disbursements (incidental expenses other than professional fees e.g., travel and accommodation, printing costs, etc.) must be clearly defined, outlining all assumptions. It is of utmost importance to submit clear and comprehensive cost proposals to allow the IDC to fairly compare bid price / cost proposals. If there is no additional fee envisaged for Disbursements, then the bidder must clearly indicate "No Charge / Free of Charge". Failure to clearly indicate this, would result in IDC penalising your bid response by taking the cost of the highest bidder and adding 50% thereto and apply this rate for purposes of price comparisons. Bidders are therefore requested to respond clearly and comprehensively on this aspect of their bid response.

SUMMARY OF THE PROPOSAL

DESCRIPTION	BIDDER'S PROPOSAL
Number of resources (personnel)	
Project duration (in hours)	
Project duration (in months)	
Commencement Date	

PRICE DECLARATION FORM

Dear Sir,

Having read through and examined the Request for Proposal (RFP) Document, **T42/07/26** the General Conditions, The Requirement and all other Annexures to the RFP Document, we offer *to provide service/s for the chosen category* to the IDC, at a total amount of:

Category 1

R.. VAT incl.)
In Figures

R.. VAT incl.) In
In words

Category 2

R.. VAT incl.)
In Figures

In words

R.. VAT incl.)

Category 3

R.. VAT incl.)
In Figures

R.. VAT incl.)
In words

We confirm that this price covers all activities associated with the project management and consulting service, as called for in the Tender document. We confirm that IDC will incur no additional costs whatsoever over and above this amount in connection with the provision of this service.

We undertake to hold this offer open for acceptance for a period of 120 days from the date of submission of offers. We further undertake that upon final acceptance of our offer; we will commence with the provision of service when required to do so by the IDC.

We understand that you are not bound to accept the lowest or any offer and that we must bear all costs which we have incurred in connection with preparing and submitting this tender.

We hereby undertake for the period during which this tender remains open for acceptance not to divulge to any persons, other than the persons to which the tender is submitted, any information relating to the submission of this tender or the details therein except where such is necessary for the submission of this tender.

SIGNED ______________________________ **DATE** ____________________

(Print name of signatory) ______________________________

Designation ______________________________

FOR AND ON BEHALF OF:	COMPANY NAME	____________________
	Tel No	____________________
	Fax No	____________________
	Cell No	____________________

SECTION 4: ANNEXURES

ANNEXURE 1: RESPONSE FORMAT FOR SECTION 2

Bidder's Experience and the proposed Project Team

Request for Proposal No: ______________________________

Name of Bidder: ______________________________

Authorised signatory: ______________________________

[*Note to the Bidder: The bidder must complete the information set out below in response to the requirements stated in Section 2 of this bid document. If the bidder requires more space than is provided below it must prepare a document in substantially the same format setting out all the information referred to below and return it with this Returnable Schedule 3.*

The bidder must provide the following information:

Table (a) Details of the bidder's experience in the chosen service category (please refer to paragraph 5.1.2, 5.1.5, 5.1.8 of Section 2)

Client' Name	Project period (Start and End Dates)	Description of service performed and extent of Bidder's responsibilities	Name, and contact details of client

Table (b) Details of the key personnel of the bidders' proposed team: (please refer to par 5.2.3, 5.1.6, 5.1.9 of Section 2 of this RFP document):

Name	Role / Duties in this Project	Relevant Project Experience		
		Project description	Years of Experience	CV's Attached Yes/No

ANNEXURE 2: ACCEPTANCE OF BID CONDITIONS AND BIDDER'S DETAILS

Request for Proposal No:	
Name of Bidder:	
Authorised signatory:	
Name of Authorised Signatory	
Position of Authorised Signatory	

By signing above the bidder hereby accept full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on him/her under this RFP.

[*Note to the Bidder: The Bidder must complete all relevant information set out below*.]

CENTRAL SUPPLIER DATABASE (CSD) INFORMATION

Bidders that are registered on the Central Supplier Database (CSD) of National Treasury are required to submit as part of this proposal both their CSD supplier number and CSD unique registration reference numbers below:	
Supplier Number	

BIDDING STRUCTURE

Indicate the type of Bidding Structure by marking with an 'X':	
Individual Bidder	
Joint Venture/ Consortium	
Prime Contractor with Subcontractors	
Other	

REQUIRED INFORMATION

If Individual Bidder:	
Name of Company	
Registration Number	
Vat registration Number	
Contact Person	
Telephone Number	
cell phone Number	
Email address	
Postal Address	
Physical Address	

If Joint Venture or Consortium, indicate the following for each partner:	
Partner 1	
Name of Company	
Registration Number	
Vat registration Number	
Contact Person	
Telephone Number	
Cell phone Number	
Email address	
Postal Address	
Physical Address	

Scope of work and the value as a % of the total value of the contract	
Partner 2	
Name of Company	
Registration Number	
Vat registration Number	
Contact Person	
Telephone Number	
Cell phone Number	
Email address	
Postal Address	
Physical Address	
Scope of work and the value as a % of the total value of the contract	

If bidder is a Prime Contractor using Sub-contractors, indicate the following:	
Prime Contractor	
Name of Company	
Registration Number	
Vat registration Number	
Contact Person	
Telephone Number	
Cell phone Number	
Email address	
Postal Address	
Physical Address	
Work as a % of the total value of the contract and description of the work	
Sub-contractors	
Name of Company	
Company Registration Number	
Vat registration Number	
Contact Person	
Telephone Number	
Cell phone Number	
Email address	
Postal Address	
Physical Address	
Subcontracted work as a % of the total value of the contract and description of the work	

ANNEXURE 3: TAX COMPLIANCE REQUIREMENTS

1.	**TAX COMPLIANCE REQUIREMENTS**
1.1	BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
1.2	BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VIEW THE TAXPAYER'S PROFILE AND TAX STATUS.
1.3	APPLICATION FOR TAX COMPLIANCE STATUS (TCS) OR PIN MAY ALSO BE MADE VIA E-FILING. IN ORDER TO USE THIS PROVISION, TAXPAYERS WILL NEED TO REGISTER WITH SARS AS E-FILERS THROUGH THE WEBSITE WWW.SARS.GOV.ZA.
1.4	BIDDERS MAY ALSO SUBMIT A PRINTED TCS TOGETHER WITH THE BID.
1.5	IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE PROOF OF TCS / PIN / CSD NUMBER.
1.6	WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
2.	**QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS**
2.1	IS THE BIDDER A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)? ☐ YES ☐ NO
2.2	DOES THE BIDDER HAVE A BRANCH IN THE RSA? ☐ YES ☐ NO
2.3	DOES THE BIDDER HAVE A PERMANENT ESTABLISHMENT IN THE RSA? ☐ YES ☐ NO
2.4	DOES THE BIDDER HAVE ANY SOURCE OF INCOME IN THE RSA? ☐ YES ☐ NO

IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN, IT IS NOT A REQUIREMENT TO OBTAIN A TAX COMPLIANCE STATUS / TAX COMPLIANCE SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 1.3 ABOVE.

SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:	

ANNEXURE 4: BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

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

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

2. BIDDER'S DECLARATION

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest [1] in the enterprise, employed by the state? **YES/NO**

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

Full name	Identity Number	Name of State Institution

2.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? **YES/NO**

2.2.1 If so, furnish particulars:

……………………………………………………………………………………

……………………………………………………………………………………

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether they are bidding for this contract? **YES/NO**

2.3.1 If so, furnish particulars:

…………………………………………………………………………….

…………………………………………………………………………….

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

3 DECLARATION

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

3.1 I have read, and I understand the contents of this disclosure.

3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect.

3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement, or arrangement with any competitor. However, communication between partners in a joint venture or consortium[2] will not be construed as collusive bidding.

3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.

3.5 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.

3.6 There have been no consultations, communications, agreements, or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.

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

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT. I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

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

---

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

ANNEXURE 5: SHAREHOLDERS AND DIRECTORS INFORMATION

[*Note to the bidder: the bidder must complete the information set out below. If the bidder requires more space than is provided below it must prepare a document in substantially the same format setting out all the information referred to below and return it with Returnable Schedule 2.*]

1. Shareholders/ Members

Name of the shareholder	ID Number	Race	Gender	% Shares

Note: The bidder must also attach the detailed Company/ Group Structure where relevant.

2. Trust Information

Should a trust form part of the Company / Group structure then the following must be submitted as part of your proposal.

Documents necessary to verify the Identity of a Trust	☐ Copy of trust deed or other founding document by which trust is created. ☐ Letters of authority (as issued by the Master of the High Court) ☐ Personal details of each Trustee, each Beneficiary, the Founder, and the person authorised to act on behalf of the Trust

3. Black Shareholders/ Members as per the B-BBEE Certificate

Name of the shareholder	ID Number	Race	Gender	% Shares
Total Black Shareholding % as per the current and valid B-BBEE Certificate				

4. Directors

Name of the shareholder	ID Number	Race	Gender

I, THE UNDERSIGNED (NAME)…………………………………………………………………………

CERTIFY THAT THE INFORMATION FURNISHED ABOVE IS CORRECT.

………………………………….. ..………………………………………………

Signature Date

…………………………………. …………………………………………….

Position Name of bidder

ANNEXURE 6: BEE COMMITMENT PLAN

The IDC encourages existing vendors and prospective bidders to support the objectives of B-BBEE and as far as possible strive to improve their B-BBEE contribution status. For bid evaluation purposes, bidders are allocated points in terms of a preference point system based on the Specific Goals which requires the bidder to have a valid B-BBEE certificate or a sworn affidavit in case of a EME or QSE.

Bidders are therefore required to submit a B-BBEE improvement plan in view of the new B-BBEE Codes of Good Practice. Bidders must indicate the extent to which their ownership, management control, employment equity, preferential procurement and enterprise development will be maintained or improved over the contract period in the event that they are successful in this bid process.

ANNEXURE 7: DISCLOSURE STATEMENT

In terms of the tender condition 8.4, which allows the IDC to conduct background checks on bidders and its shareholders and directors, the IDC hereby requires bidders to provide the following additional information:

1. The IDC considers the integrity of its appointed service providers to be of critical importance. The IDC reserves the right to apply its objective criteria to award any bidders whose integrity, based on past conduct (during the 5 years immediately preceding the bid submission date), it considers questionable.

2. To this end, the IDC requires each bidder to include in its bid, a disclosure statement which details the following (sufficient information and supporting documentation for the IDC to make its own assessment as to the materiality or seriousness of allegations regarding the bidder's integrity or conduct): any criminal charges made against the bidder or any of its directors, shareholders, or management officials regarding their professional conduct;

- **2.1.** any civil proceedings initiated against the bidder or any of its directors, shareholders, or management officials regarding their professional conduct; and
- **2.2.** any other enquiry or similar proceedings initiated or threatened against the bidder or any of its directors, shareholders, or management officials regarding their professional conduct.

3. Where the bidder is a consortium, the disclosure statement referred to in paragraph 2.2 above must be made separately in respect of each consortium partner.

4. In the event that the bidder's circumstances change, after submission of its bid, regarding any matter referred to in paragraph 2.2 above or in regard to any matter referred to in its disclosure statement, the bidder must submit a written notification to IDC indicating the nature and extent of such changed circumstances.

5. The IDC reserves the right to seek such additional information from any bidder, in respect of the disclosure statement referred to in paragraph 2.2 above, as it may, in its sole discretion, determine, whether such information has been requested under this RFP or otherwise, and may require the bidder to make oral presentations for clarification purposes or to present supplementary information, in respect of the disclosure statement if so required by the IDC.

6. Based on its own assessment of the contents of the bidder's disclosure statement and any publicly available information which is relevant to the contents of such disclosure statement, the IDC will decide whether the bidder's conduct or any allegations relating thereto pose a risk, reputational or otherwise, to the IDC; and if it reaches an adverse conclusion the IDC will in its sole discretion have the right not to award a contract or order.

SIGNED ______________________________ **DATE** ____________________

(Print name of signatory) ______________________________

Designation ______________________________

FOR AND ON BEHALF OF: COMPANY NAME ______________________________

Tel No ______________________________

Fax No ______________________________

Cell No ______________________________

ANNEXURE 8: PRIVACY & PROTECTION OF PERSONAL INFORMATION ACT 4 OF 2013 REQUIREMENTS

Request for Proposal No:	
Name of Bidder:	
Authorised signatory:	

Protecting personal information is important to the Industrial Development Corporation (IDC). To do so, IDC follows general principles in accordance with applicable privacy laws and the Protection of Personal Information Act 4 of 2013 (POPIA).

IDC's role as a responsible party, is amongst others to process personal information for the intended purpose for which it was obtained and in line with legal agreements with its respective/ prospective clients, third parties, suppliers, and operators.

Who is an Operator? A person or body/ entity which processes personal information for the IDC in terms of a contract or mandate.

Who is a Supplier? a natural or juristic person that provides a product or renders a service to the IDC. A supplier could also be considered as an operator, an independent responsible party or (together with IDC) a joint responsible party.

If the supplier or business partner provides IDC with its related persons' personal information, the supplier or business partner warrants that the related persons are aware of and have consented to the sharing and processing of their personal information with/by IDC. IDC will process the personal information of related persons as stated under a contractual agreement or as required by any related legislation.

Examples of the personal information of the supplier or business partner where relevant may include (but are not limited to): financial information, including bank statements provided to the IDC; invoices issued by the supplier or business partner; the contract/ legal agreement between the IDC and the supplier or business partner; other identifying information, which includes company registration numbers, VAT numbers, tax numbers and contact details; marital status and matrimonial property regime (e.g. married in community of property); nationality; age; language; date of birth; education; financial history; identifying numbers (e.g. an account number, identity numbers or passport numbers); email address; physical address (e.g. residential address, work address or physical location); information about the location (e.g. geolocation or GPS location); telephone numbers; online and other unique identifiers; social media profile/s; biometric information (like fingerprints, facial recognition signature; race; gender; sex; criminal history.

Example of Special personal information is personal information about the following: · criminal behaviour, or any proceedings in respect of any offence allegedly committed by a data subject or the disposal of such proceedings; religious and philosophical beliefs; trade union membership; political beliefs; health, including physical or mental health, disability, and medical history; or biometric information (e.g. to verify identity).

<u>RESPONSIBILITIES OF SUPPLIERS AND BUSINESS PARTNERS WHO ARE OPERATORS UNDER POPIA</u>

Where a supplier or business partner, in terms of a contract or mandate, processes personal information for the IDC and is considered an operator of the IDC, the supplier or the business partner will be required to adhere to the obligations set out in the IDC data privacy or POPIA policy. This policy sets out the rules of engagement in relation to how personal information is processed by suppliers and business partners on behalf of the IDC as well as the minimum legal requirements that IDC requires the suppliers and business partners to adhere to, including compliance with POPIA as summarised in the below table.

ITEM	GUIDING CONDITIONS FOR PROCESSING PERSONAL INFORMATION	YES	NO
1.	**Accountability** The respective clients, third parties, suppliers and operators and its members will ensure that the provisions of POPIA, the guiding principles outlined in the policy and all the measures that give effect to such provisions are complied with at the time of the determination of the purpose and means of the processing and during the processing itself. In the event that an employee of the IDC or any person acting on behalf of the corporation who through their intentional or negligent actions and/or omissions fail to comply with the principles and responsibilities outlined, proper corrective measures will be applied.	Yes ☐	No ☐
2.	**Processing Limitation** The respective clients, third parties, suppliers and operators and their members will ensure that information is only processed for a justifiable reason, and processing is compatible with the purpose of the collection.	Yes ☐	No ☐
3.	**Purpose Specification** All respective clients, third parties, suppliers and operators and their members will process personal information only for specific, explicitly defined, and legitimate reasons. The respective clients, third parties, suppliers and operators will inform IDC of reasons prior to collecting or recording their PI.	Yes ☐	No ☐
4.	**Further Processing Limitation** Personal information will not be processed for a secondary purpose unless that processing is compatible with the original purpose. Thus, where the respective clients, third parties, suppliers and operators seek to process personal information it holds for a purpose for which it was originally collected, and where this secondary purpose is not compatible with the original purpose, respective clients, third parties, suppliers and operators will first obtain additional consent from the IDC.	Yes ☐	No ☐
5.	**Information Quality** The respective clients, third parties, suppliers and operators will take reasonable steps to ensure that all personal information collected is complete, accurate and not misleading. Where PI is collected or received from third parties, the respective clients, third parties, suppliers and operators will take reasonable steps to confirm that the information is correct by verifying the accuracy of the information directly with the data subject or by way of independent sources.	Yes ☐	No ☐

ITEM	GUIDING CONDITIONS FOR PROCESSING PERSONAL INFORMATION	YES	NO
6.	**Open Communication** Reasonable steps will be taken by the respective clients, third parties, suppliers and operators to ensure that the IDC is notified of the purpose for which the information is being collected, used, and processed.	Yes ☐	No ☐
7.	**Security Safeguards** It is a requirement of POPIA for responsible parties, business partners and operators to adequately protect personal information. IDC will need to review suppliers or business partner security controls and processes to ensure that personal Information is compliant with the conditions of the lawful processing of personal information as set out in the POPIA. This would be continuous monitoring and review that will be conducted by the IDC at its discretion.	Yes ☐	No ☐
8.	**Data Subject Participation** A data subject whose PI has been collected, stored, and processed by the respective clients, third parties, suppliers and operators must have communication channels to attend to may request for the correction or deletion of such information.	Yes ☐	No ☐

I, ______________________________ (print name) hereby certify that the information, facts, and representations are correct and that I am duly authorized to sign on behalf of the company.

Name of Company/ Entity: ____

Company/ Entity Registration Number: ____

Company/ Entity VAT Registration Number: ______________________________________

____
Signature (Company/ Entity Representative)

____
Date