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SOUTH AFRICAN SOCIAL SECURITY AGENCY

ANNEXURE A

SUBMISSION

To Acting Chief Executive Officer (Ms Raphaahle Ramokgopa)

From Chairperson: Bid Evaluation Committee (BEC)

Branch: Grants Administration

Unit Customer Care Unit

Date: 30 May 2016

Subject: Appointment of service provider for the provision of the Action Research Project Through Door to Door Services to be performed as part of the Integrated Community Outreach Programme (ICROP) of SASSA in targeted areas for a period of 3 Years in Nine Provinces of the Republic of South Africa.

Reference: Bid No: SASSA:40/15/BT

File No. NC 6/2/1

1. PURPOSE

The purpose of the submission is to respond to the Bid Adjudication Committee (BAC) comments on request for the consideration of the Bid Evaluation Committee's recommendation and approve the appointment of AZANDE CONSULTING CC as a service provider for the provision of the Action Research Project Through Door to Door Services to be performed as part of the Integrated Community Outreach Programme (ICROP) of SASSA in targeted areas for a period of 3 Years in Nine Provinces of the Republic of South Africa.



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Bid Evaluation Committee's Recommendation: Appointment of AZANDE CONSULTING CC as a service for the provision of the Action Research Project Through Door to Door Services to be performed as part of the Integrated Community Outreach Programme (ICROP) of SASSA in targeted areas for a period of 3 Years in Nine Provinces of the Republic of South Africa.

2. BACKGROUND

The Bid Adjudication Committee at its meeting held on Thursday, 12 May 2016, recommended to the Acting Chief Executive Officer to approve the appointment of Azande Consulting CC as the highest points scoring and successful bidder for the provision of the Action Research Project Through Door to Door Services to be performed as part of the Integrated Community Registration Outreach Programme (ICROP) of SASSA in targeted areas for a period of 3 Years in Nine Provinces of the Republic of South Africa.

The BAC recommendation is subject to price negotiation by the BEC with the service provider before the award and confirmation of availability of funds. The Bid Adjudication Committee secretariat will only route the submission to the Acting Chief Executive Officer upon conclusion of the price negotiation to facilitate the award process.

The Bid Evaluation Committee held meeting with the prospective supplier (Azande Consulting CC) on the 24 May 2016 to embark on price negotiation. The negotiation resulted in the supplier to provide the Agency with the new bid price proposal after consideration of price reduction on some items without changing the specification on the Terms of Reference and compromising the standard (quantity and quality). The Bid Evaluation Committee and the prospective supplier (Azande Consulting CC) agreed on the next meeting to discuss new bid price proposal on 30 May 2016.

The Bid Evaluation Committee held meeting with the prospective supplier (Azande Consulting CC) on the 30 May 2016 to discuss new bid price proposal. The new bid price proposal was accepted at an amount of R 392 725 988.00 Vat inclusive after it has been reduced from R 487 933 298.00 Vat inclusive. The total reduction amount is R 95 207 310

3. FINANCIAL IMPLICATIONS


The financial implication for the provision of the Action Research Project Through Door to Door Services to be performed as part of the Integrated Community Registration Outreach Programme (ICROP) of SASSA in targeted areas for a period of 3 Years in Nine Provinces of the Republic of South Africa is R 392 725 988.00 Vat Inclusive. Budget available for the first year (2016/2017 financial year) of the three years is R 100 million.



Bid Evaluation Committee's Recommendation: Appointment of AZANDE CONSULTING CC as a service for the provision of the Action Research Project Through Door to Door Services to be performed as part of the Integrated Community Outreach Programme (ICROP) of SASSA in targeted areas for a period of 3 Years in Nine Provinces of the Republic of South Africa.

4. RECOMMENDATION

It is recommended that the Acting Chief Executive Officer (CEO) approves the appointment of AZANDE CONSULTING CC as a service provider for the provision of the Action Research Project Through Door to Door Services to be performed as part of the Integrated Community Registration Outreach Programme (ICROP) of SASSA in targeted areas for a period of 3 Years in Nine Provinces of the Republic of South Africa at a cost R 392 725 988.00 Vat inclusive.



Mr. Sonwabo Koliti

Chairperson: Bid Evaluation Committee

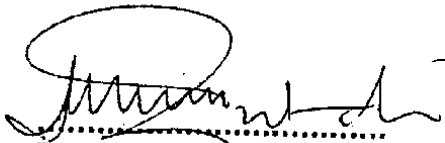
Date: 30/05/2016



Mr. Bonga Gcumisa

Member: Bid Evaluation Committee

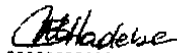
Date: 30/05/2016



Dr. Mbulaheni Mulaudzi

Member: Bid Evaluation Committee

Date: 30/05/2016



Mr. Benzile Hadebe

Member: Bid Evaluation Committee

Date: 30/05/2016

Approved / Not Approved

.....
.....
.....

.....
Ms Raphaahle Ramokgopa

Acting Chief Executive Officer

Date: _____



M



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RECOMMENDATION BY BID ADJUDICATION COMMITTEE

Date:	09 June 2016	Bid / Quote no:	Bid No:
Reference no:			

Description of service: 10.5 Provision of the Action Research Project Through Door to Door Services to be performed as part of the Integrated Community Outreach Programme (ICROP) of SASSA in targeted areas for a period of 3 Years in Nine Provinces of the Republic of South Africa (Bid No: SASSA:40/15/BT) – HEAD OFFICE

Name:	Capacity:	Approved	Not Approved	Refer matter back	Recommended	Signature
Mr. T Chauke	Chairperson				✓	
Mr T Matlou	Deputy Chairperson				✓	
Ms. D Ndlovu	Member				-	ABSENT
Ms. Z Mvulane	Member				✓	
Mr. C Vundule	Member				-	Apology
Ms. D Dunkerley	Member				✓	
Ms. P Bengu	Alternate Member				-	Apology
Mr. M Nemutshili	Alternate Member				-	Apology

Recommendation By The Bid Adjudication Committee

Comments

The Bid Adjudication Committee at its meeting held on Thursday, 09 June 2016, recommended to the Chief Executive Officer to appoint Azande Consulting CC as the successful bidder for bid: SASSA/40/15/BT for Provision of the Action Research Project Through Door to Door Services to be performed as part of the Integrated Community Outreach Programme (ICROP) of SASSA in targeted areas for a period of 3 Years in Nine Provinces of the Republic of South Africa following the negotiations conducted as per the directive from the BAC at the meeting held on 12 May 2016. The cost for appointment will be a maximum of R392 725 988.00 vat inclusive. The recommendation for approval is subject to budget availability.

Comments

SIGNATURE OF CEO

2016/06/20
DATE

Zwidofhelangani Mulaudzi - Fwd: ICROP budget

From: Penelope Mdlankomo
To: Zwidofhelangani Mulaudzi
Date: 2016/06/17 02:15 PM
Subject: Fwd: ICROP budget
Attachments: ICROP~1.XLS

FYA

>>> Mobe Radebe 2016/06/17 12:10 PM >>>
Dear Pen,

Kindly receive the attached ICROP budget funded from retained surplus.

Thanks

Project (R'000)	Requested Amount	Recommended Amount	Change	2016/17	2017/18	2018/19
1. Biometrics (Identify & access management system)	55 000	70 000	(15 000)	20 000	36 000	14 000
2. Enterprise Bus Intelligence solution	12 500	12 500	-	12 500	-	-
3. Regulation 26 (A)	18 593	18 593	-	18 593	-	-
4. Motor Vehicles	11 966	3 000	8 966	3 000	-	-
5. Improvement of Local Offices	11 171	11 171	-	11 171	-	-
6. Eradication of open paypoints	31 278	31 278	-	31 278	-	-
7. LIMA	4 000	4 000	-	4 000	-	-
8. Standardised Office Furniture	11 519	11 519	-	11 519	-	-
9. Staff Uniform	5 000	5 000	-	5 000	-	-
10. Office Furniture (Capex)	5 000	5 000	-	5 000	-	-
11. ICT Equipment (Capex)	40 000	20 000	20 000	20 000	-	-
12. Records Management Project (Project Management)	3 500	3 500	-	3 500	-	-
13. Western Cape Footprint	34 465	6 434	28 031	6 434	-	-
14. Northern Cape Footprint	9 000	9 000	-	9 000	-	-
15. KwaZulu-Natal Footprint	300 000	-	300 000	-	-	-
16. Call Centre	285 000	-	285 000	-	-	-
17. KZN File Reconstruction	6 500	6 500	-	6 500	-	-
18. ICT Infrastructure	73 041	30 000	43 041	30 000	-	-
19. ICROP	100 000	300 000	-	100 000	100 000	100 000
20. Mikondzo	70 000	70 000	-	70 000	-	-
21. Training (Grants Admin)	83 000	-	83 000	-	-	-

22.ECM/Scanning Solution-	90 753	90 753	-	40 000	50 753	-
23. Migration from Novell to Microsoft (Services)		8 000	-	8 000		
24. Audit of Local Offices	8 000	8 000	-	8 000		
26. Web based Application	81 000	81 000	5 000	3 000		
27. Public & Beneficiary education awareness			81 000			
28.CSIR Feasibility Study	65 000	65 000	-	57 000	8 000	
29.CSIR Biometric Enrollment Specification	8 165	8 165	-	8 165		
30.CSIR-Biometric Standards	5 578	5 578	-	5 578		
31.Queue Management	3 162	3 162	-	3 162		
32.MIS Migration (Eastern Cape)	11 000	11 000	11 000			
33.Family Finders- Social Workers	5 300	5 300	-	5 300		
34.Debtors Management and Audit of Debtors managed by SIU	23 000	23 000	-	23 000		
35.Scanning solutions infrastructure and assets	25 000	25 000	-	25 000		
36.Legal Fees	18 418	18 418	-	18 418		
Total	1 522 909	885 636	850 038	576 883	194 753	114 000
		885 636				885 636

SUBMISSION

To: The Chief Executive Officer: Ms. Raphaahle Ramokgopa

From: Bid Adjudication Committee Secretariat

Branch: Finance

Unit: Supply Chain Management

Enquiries: Zwido Mulaudzi – 012 400 2074

Date: 17 June 2016

Subject: **Provision of the Action Research Project Through Door to Door Services to be performed as part of the Integrated Community Outreach Programme (ICROP) of SASSA in targeted areas for a period of 3 Years in Nine Provinces of the Republic of South Africa (Bid No: SASSA:40/15/BT) – HEAD OFFICE**

1. PURPOSE

To request the Chief Executive Officer to consider the recommendation of the Bid Adjudication Committee to approve the appointment of **Azande Consulting CC** for the Provision of the Action Research Project Through Door to Door Services to be performed as part of the Integrated Community Outreach Programme (ICROP) of SASSA in targeted areas for a period of 3 Years in Nine Provinces of the Republic of South Africa.



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2. BACKGROUND

The Bid Adjudication Committee at its meeting held on Thursday, 09 June 2016, recommended to the Chief Executive Officer to appoint **Azande Consulting CC** as the successful bidder for bid: SASSA/40/15/BT for Provision of the Action Research Project Through Door to Door Services to be performed as part of the Integrated Community Outreach Programme (ICROP) of SASSA in targeted areas for a period of 3 Years in Nine Provinces of the Republic of South Africa following the negotiations conducted as per the directive from the BAC at the meeting held on 12 May 2016. The cost for appointment will be a maximum of R392 725 988.00 vat inclusive.

The recommendation for approval is subject to budget availability. Budget availability was confirmed on Friday, 17 June 2016, that there will be R100 000 000.00 for the current financial year and R100 000 000.00 for the 2017/2018 and 2018/2019 financial years

3. FINANCIAL IMPLICATIONS

The cost for appointment will be a maximum of R392 725 988.00 vat inclusive.

4. RECOMMENDATION

It is hereby recommended that the Chief Executive Officer approve the following:

- 1) The appointment of **Azande Consulting CC** as the successful bidder for bid: SASSA/40/15/BT for Provision of the Action Research Project Through Door to Door Services to be performed as part of the Integrated Community Outreach Programme (ICROP) of SASSA in targeted areas for a period of 3 Years in Nine Provinces of the Republic of South Africa. The recommendation for approval is subject to budget availability



Ms Penelope Mdlankomo
Acting Senior Manager: Demand Management
Bid Adjudication Secretariat

Date: 17/06/2016



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3. FINANCIAL IMPLICATIONS

The cost for appointment will be a maximum of R392 725 988.00 vat inclusive.

4. RECOMMENDATION

It is hereby recommended that the Chief Executive Officer approve the following:

- 1) The appointment of **Azande Consulting CC** as the successful bidder for bid: SASSA/40/15/BT for Provision of the Action Research Project Through Door to Door Services to be performed as part of the Integrated Community Outreach Programme (ICROP) of SASSA in targeted areas for a period of 3 Years in Nine Provinces of the Republic of South Africa. The recommendation for approval is subject to budget availability

Comments: An amount of R300 million was recommended for the ACEO's consideration to fund this from retained surplus funding. As the bid will be for a maximum of the quoted amount this will mean the Agency can contain spending. The next year's spending will be impacted by the plan & available resources.

Supported/~~Not Supported~~

[Signature]

The bid price had to be renegotiated from R487 million to R392 million.
The bid will need to be linked to Miledo's programme.

Mr. Tsakeriwa Chauke
 Chief Financial Officer
 Date: 2016/06/20

Comments: Approved in line with CFO's comments

Approved / Net-approved / Approved with amendments with comments

[Signature]

Ms. Raphaela Ramokgopa
 Acting Chief Executive Officer
 Date 2016/06/20



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ROUTE form

To: The Acting Chief Executive Officer: Ms. Raphaahle Ramokgopa

From: Bid Adjudication Committee Secretariat

Branch: Finance

Date: 17 June 2016

Subject: Provision of the Action Research Project Through Door to Door Services to be performed as part of the Integrated Community Outreach Programme (ICROP) of SASSA in targeted areas for a period of 3 Years in Nine Provinces of the Republic of South Africa (Bid No: SASSA:40/15/BT) – HEAD OFFICE

Enquiries: Zwido Mulaudzi – 012 400 2074

Name	Ext	Office	Date In	Signature	Date Out
Ms. Penelope Mdlankomo	2167	Acting Senior Manager: Demand Management		<i>[Signature]</i>	17/06/2016
Mr. Tsakeriwa Chauke	2473	Chief Financial Officer	20/6/2016	<i>[Signature]</i>	20/06/2016
Ms. Raphaahle Ramokgopa	2027	Acting Chief Executive Officer		<i>[Signature]</i>	20/06/2016

Remarks:

Checked by *Pulliane Mahlanga*
Pulliane Mahlanga 17/06/16
[Signature] Mot
[Signature]

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Submission compliance checklist

Name of the Initiating Branch: FINANCE: SUPPLY CHAIN MANAGEMENT	
Submission subject: Provision of the Action Research Project Through Door to Door Services to be performed as part of the Integrated Community Outreach Programme (ICROP) of SASSA in targeted areas for a period of 3 Years in Nine Provinces of the Republic of South Africa (Bid No: SASSA:40/15/BT) – HEAD OFFICE	
Nature of submission: Travel <input type="checkbox"/>	Policy <input type="checkbox"/> Recruitment <input type="checkbox"/>
Contracts <input type="checkbox"/>	Report <input type="checkbox"/> Other <input type="checkbox"/>
TO BE FILLED IN BY THE INITIATING BRANCH	
STATUS OF THE SUBMISSION	
Does the submission carry implications [i.e. Financial, legal, HR and/or ICT]? If yes, has it gone to the relevant Branch or Unit [i.e. Pre-audit for finance-related implications, Legal services for legal implications etc] for conferral and clearance?	Yes/No YES
Is the submission compliant with the relevant SASSA policies and procedures?	YES
Are the relevant support documents attached [BAS report, Invites, function programmes, itinerary etc]?	YES
Have all the relevant or affected line function Managers signed the route form and memorandum in support of the submission?	
Does the submission reflect economical use of SASSA resources?	YES
Name of authorising Manager: Ms Penelope Mdlankomo	Signature:
Designation: Acting General Manager: Demand Management I hereby certify that the submission is compliant with all relevant SASSA policies and procedures.	Date: 17/06/2016
TO BE FILLED IN BY THE CEO'S OFFICE	
Name of official delivering the submission:	Signature: _____
Designation:	Date: _____



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Q



Enq: Zwidothlangani Mulaudzi
Tel: (012) 400 2074
E-mail: ZwidothlanganiM@sassa.gov.za
REF: SASSA : 40/15/BT

Azande Consulting CC
68 Montana,
Rooitou Avenue, Weltevreden Park, Johannesburg
Tel: 011 431 3442
Fax: 086 619 7423
Cell: 076 100 9209
Email: maqu@azandegroup.co.za / info@azandegroup.co.za

ATTENTION: Maqu Makhaye

LETTER OF AWARD

'WITHOUT PREJUDICE'

Re: SASSA: 40/15/BT: APPOINTMENT OF SERVICE PROVIDER FOR PROVISION OF THE ACTION RESEARCH PROJECT THROUGH DOOR TO DOOR SERVICES TO BE PERFORMED AS PART OF THE INTEGRATED COMMUNITY OUTREACH PROGRAMME (ICROP) OF SASSA IN TARGETED AREAS FOR A PERIOD OF 3 YEARS IN NINE PROVINCES OF THE REPUBLIC OF SOUTH AFRICA.

1. This letter serves to inform you that your proposal dated 19th February 2016 for the above-mentioned service has been accepted by the South African Social Security Agency (the Agency) subject to the following conditions:

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Head Office

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- 1.1 Your quoted price has been accepted for the provision of the above-mentioned services. The cost for appointment will be a maximum of R392 725 988.00 (Three Hundred and Ninety Two Million and Seven Hundred and Twenty Five Thousand and Nine Hundred and Eighty Eight Rand) vat inclusive for the period of three years.
 - 1.2 Your written acceptance should reach the Agency not later than or within 3 (three) days from the date of dispatching this letter to you.
 - 1.3 The signing of the Agreement, which will include the incorporation of the terms of the General Conditions of Contract and the Specifications, must take place within 7 (seven) days from the date of your written acceptance of this offer.
 - 1.4 Failure to furnish us with your written acceptance of this offer within the period stipulated in sub-paragraph 1.2 above and/or delay or refusal to sign the Agreement envisaged in sub-paragraph 1.3 above, within the specified timeframe, will automatically result in the withdrawal of this offer (irrespective of whether it has been accepted or not), including any obligation that may have been created thereby.
2. Kindly be informed that the terms of this offer, together with those contained in your written acceptance and proposal, will form part of or be incorporated into the Agreement referred to in sub-paragraph 1.3 above to the extent that they do not contradict the specifications relating to the required services.
 3. You are further advised that the Agency will (either prior or post the commencement of the Agreement envisaged in this offer) subject your entity and all members or directors thereof, including any other person

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employed by your entity for the purpose of rendering the above-mentioned services, to a security clearance vetting by the State Security Agency (SSA) [former National Intelligence Agency]. Should the outcome of this vetting bear prejudicial consequences or conditions, in whatever manner, to the operations of the Agency, the Agency reserves the right to terminate the Agreement within 5 (five) days from communication of the said outcome to your entity.

3. Please direct all enquiries to the Project Manager: Mr. Sonwabo Koliti on telephone number (012) 400 2157 and email SonwaboK@sassa.gov.za
4. Please note that an official purchase order will only be issued after the terms of the Agreement has been conceded to and signed.

Yours sincerely,



Ms. Raphaahle Ramokgopa
Acting Chief Executive Officer
South African Social Security Agency

Date 2016/06/26



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T/A Azande Consulting

Postal Address:
PO BOX 1661, Randpark Ridge, 2156

Physical Address:
68 Montana, Rooitou Avenue,
Wellefreden Park, 1709

Contacts: 011 431 3442
Cell: 076 100 9209

Email: maqu@azandegroup.co.za / azandegroup@gmail.com

Reg: 2000/003286/23
Vat Reg: 477 022 1986

Tender Reference: SASSA: 40/15/BT

**SASSA PRODINSA BUILDING
CNR STEVE BIKO (formerly Beatrix) and Pretorius Streets
ARCADIA
PRETORIA
0001**

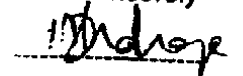
DATE: 23 June 2016

RE: APPOINTMENT: FOR THE PROVISION OF THE ACTION RESEARCH PROJECT THROUGH DOOR-TO-DOOR SERVICES TO BE PERFORMED AS PART OF THE INTEGRATED COMMUNITY OUTREACH PROGRAMME(ICROP) OF SASSA IN THE TARGETED AREAS FOR A PERIOD OF 3 YEARS IN NINE PROVINCES OF THE REPUBLIC OF SOUTH AFRICA.

1. As per your letter of award received on 22 June 2016, I hereby accept the award made to us at the quoted price of R392, 725, 988.00 (Nine Hundred and Ninety-Two Million, Seven Hundred and Twenty-Five Thousand and Nine-Hundred and Eighty-Eight Rands) for the project duration of thirty-six (36) months for the above mentioned services.
2. On behalf of the Azande Consulting we would like to thank the SASSA for appointing our company to provide the above-mentioned services. We are looking forward to working with you in improving the lives of the people of the South Africa in pursuance of the project.
3. We will await an invitation from SASSA to discuss the project inception preliminaries and complete the formalities in relation thereto.

Thank you once again for the appointment.

Yours Sincerely


Ms Maqu Makhaye
Managing Director

081 464 8762.

SERVICE LEVEL AGREEMENT

Between

The

SOUTH AFRICAN SOCIAL SECURITY AGENCY

(Represented herein by **Mr Themba Matlou**, in her capacity as the Acting Executive Manager
Grants Operations, and being duly authorized thereto)
(Hereinafter referred to as "**the Agency**")

and

AZANDE GROUP t/a Azande Consulting Registration 2000/003286/23 Vat 4770221986

(Represented herein by **Ms Maqu Makhaye** in her capacity as Managing Director and being duly
authorized thereto)
(Hereinafter referred to as the "**Service Provider**")

SASSA and AZANDE

If referring to both hereafter referred as "**Parties**"

FOR THE FOLLOWING SERVICE(S):

Provision of Action Research through Door-to-Door services as part of the Integrated Community
Registration Outreach Programme (ICROP) for a period of 3 years in 9 Provinces.

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Contents

1.	PREAMBLE AND BACKGROUND	5
2.	OBJECTIVES AND DEFINITIONS	7
3.	APPOINTMENT	8
4.	COMMENCEMENT AND DURATION	9
5.	SERVICE PROVIDER'S OBLIGATIONS	9
6.	AGENCY'S OBLIGATIONS	11
7.	REMUNERATION	12
8.	TERMS AND CONDITIONS OF THE SERVICE LEVEL AGREEMENT	13
8.1	GENERAL	13
8.3	SERVICE DELIVERY OUTREACH PROGRAMME (SDOP)	15
8.4	SERVICE PERIOD	16
8.5	SERVICE LEVEL AND DELIVERY SCHEDULE	17
8.6	QUALITY OF SERVICE(S).....	18
8.7	SERVICE PROVIDER OBLIGATIONS.....	18
8.8	SEGREGATION OF OBLIGATIONS.....	18
8.9	WARRANTY AND LIABILITY	20
8.10	DURATION AND AMENDMENTS	20
8.11	REPORTS	21
8.12	TERMINATION	21
8.13	FEES AND REMUNERATION	22
8.14	INTERPRETATION	24
8.15	FORCE MAJEURE.....	24
8.16	DISPUTE RESOLUTION.....	25
8.17	APPLICABLE LAW.....	25
8.18	GOVERNANCE.....	26
8.19	NOTICES.....	26
9.	PROJECT EXECUTION.....	27

Initials

<p>M.M M.T</p>

Abstract:

This Service Level Agreement (SLA) serves as a basis from which the Agency and Service Provider agree on expected deliverables. It will also be used as a basis to negotiate, reach agreement, quantify service levels and provide expected roles and responsibilities by both parties. It contains a clear definition of what categories of services the Service Provider provides (support, Door to Door (D2D) and Household profiling, recruit and appoint human resources, train and remunerate youth workers to administer survey, transfer skills such as interpersonal, interviewing, communication including administration of survey. Capture, consolidate and analysis of survey and household profiling reports. Establish data base and credible reporting system. The SLA will be revised when major changes occur and at least every 12 months.

Initials

M.M	M.F
-----	-----

ACRONYMS

Acronym	Description
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DSD	Department of Social Development
EXCO	Executive Committee
FIN	Finance
HCM	Human Capital Management
HO	Head Office
ICT	Information Communication Technology
MANCO	Management Committee
RO	Regional Offices
AGENCY	South African Social Security Agency and SASSA shall be concurrent meaning
SCM	Supply Chain Management
SLA	Service Level Agreement
ICROP	Integrated Community Registration Outreach Programme
SDOP	Service Delivery Outreach Programme

Initials

M.M
u-f

1. PREAMBLE AND BACKGROUND

1.1 PREAMBLE

- 1.1.1 WHEREAS in the ICROP strategy funded by the Agency under Grants Operations Branch, the Service Provider shall deliver Door-to-Door (D2D) ICROP Service in all 9 Regions of the Agency.
- 1.1.2 WHEREAS the Agency is interested in receiving Services for the fulfilment of its purposes.
- 1.1.3 WHEREAS the relationship between the Service Provider (SP) and the Agency shall be governed by this Service Level Agreement (SLA).
- 1.1.4 WHEREAS both Parties acknowledge that the Service Provider is delivering Service(s) in compliance with the terms and conditions of the SASSA Terms of Reference for the provision of action research through D2D.
- 1.1.5 WHEREAS the Service Provider has experience, knowledge and capacity in the provision of action based research.
- 1.1.6 AND WHEREAS both the Agency and the Service Provider agree that in the event the SLA contradicts any other form of expectation from any of the role players in the implementation of ICROP, the advertised Terms of Reference (ToR) and the terms of the SLA will take precedence

1.2 BACKGROUND

The Agency is committed to strengthen its citizen participation programme by fostering informed communities in 1 540 targeted wards nationally between 2016 – 2019 financial years. This commitment necessitated a review of its strategic intervention, namely Integrated

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Provision of Action Research Project through Door to Door Services

Community Registration Outreach Programme (ICROP) to increase access and its service delivery footprint.

The intention with the Agency's Public Awareness and Door-to-Door Campaign is to focus on the sequential implementation of the elements of the ICROP model between Customer Care and Communication & Marketing units.

The ICROP Model consists of **five elements**, namely:

- (i) Door-to-Door Campaign (Household profiling)
- (ii) Customer Information Campaign
- (iii) Beneficiary Education Campaign
- (iv) Community Dialogues
- (v) Service Delivery Outreach Programme

The Door-to-Door, Customer Information and Beneficiary campaigns and Community Dialogues constitute the Community Mobilization focus, whilst the Service Delivery Outreach Programme (SDOP) is the platform to provide services by the Agency and participating stakeholders to increase access to government and other services to improve the living conditions of the communities in the targeted municipal wards.

The Communications and Marketing unit is responsible for the Community Mobilization Programme and the Customer Care Unit for the Service Delivery Outreach programme whereby services will be provided based on the evidence produced through the Door-to-Door.

The service delivery outreach programme is implemented with participating stakeholders (i.e. other government departments, civil society, advice office etc.) to service the expressed community needs as confirmed through evidence gained through the Customer Survey in pursuit of rendering a seamless service as purported in the Inter-Governmental Relations Framework Act, 2005 (No 13 of 2005).

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2. OBJECTIVES AND DEFINITIONS

2.1. Objectives of the Service Level Agreement (SLA)

The main objective of this Service Level Agreement (SLA) is to set out the agreement and terms guiding the daily operational aspects and service levels of the Door-to-Door action research through interaction with communities living in 1540 poorest wards within the identified 27 district municipalities, for a period of 3 years (36 months) in all nine regions of the Agency.

2.2 Definitions

In this SLA, unless clearly inconsistent with or otherwise indicated by the context;

- 2.2.1 **"Agency"** means the South African Social Security Agency (SASSA), a juristic entity established in terms of Section 2 of the South African Social Security Agency Act, 2004 (Act No. 9 of 2004);
- 2.2.2 **"Business Day"** means any day other than a Saturday, Sunday or any official public holiday within the Republic of South Africa (recognised in terms of Section 2(1) of the Public Holiday Act, 1994 (Act No. 36 of 1994)) and "Business Days" shall have a corresponding meaning;
- 2.2.3 **"Intellectual Property"** means all copyright, rights in business names, trademarks, trade names, patents, reports, designs and/or inventions as well as all rights to source codes, trade secrets, confidential information and all other rights of a similar character (regardless of whether such rights are registered and/or capable of registration and/or in the process of being registered) recognised as such in the Republic of South Africa;
- 2.2.4 **"Project Manager"** means the Agency's employee who oversees the day to day activities and tasks according to agreed deliverables within the specified period of time;

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Provision of Action Research Project through Door to Door Services

- 2.2.5 **"Project Team"** means representatives nominated in writing by the Agency and the Service Provider to see that all functions, communications and delivery of Services as defined in the SLA are adhered to;
- 2.2.6 **"Service Level Agreement"** means this document inclusive of the tender documents, the letter of award and the terms of reference.
- 2.2.7 **"Service Manager"** means the Azande employee who oversees the day to day activities and tasks according to the agreed deliverables within the specified period of time;
- 2.2.8 **"Services"** means the provision of Door to Door action research services carried out in all nine regions of the Agency.
- 2.2.9 **"Action Research"** means applied research, has dual aim which is action and research. The action part being the provision of door to door services and research part **seeks** to understand levels of exclusion, factors causing the exclusion, quality of services, footprints, client satisfaction and actions required to improve the Agency's services. It means involved investigations through activities rather than theoretical response.

Liu and Fellows (2008) asserted that 'Action research involves the study of identifying, evaluation of problem and potential solutions'. Hence this action research must identify any further exclusion challenges and solutions thereof.

- 2.2.10 **"Door-to-Door"** bring government services to the door step of each household within the targeted communities. The outcome is intended to improve services and address issues raised by communities.

3. APPOINTMENT

- 3.1 The Service Provider (Azande) is appointed to provide to SASSA the Services as more fully set out in this Agreement and to formalise its business relationship by

Initials
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concluding a Service Level Agreement that regulates all aspects of their business and working relationship.

4. COMMENCEMENT AND DURATION

- 4.1 This agreement shall come into operation on the Commencement Date **1 July 2016** and shall endure for a period of 36 (Thirty six) months from the Commencement Date; terminating on the **30 June 2019**.

5. SERVICE PROVIDER'S OBLIGATIONS

5.1 The Service Provider undertakes to:

- 5.1.1 provide action research through Door-to-Door services to 1540 wards within a period of 36 months;
- 5.1.2 interview 70% of the households in each of the targeted wards;
- 5.1.3 conduct interviews with respondents from the identified households within the targeted wards using approved Door-to-Door Survey and develop a strategy to capture all surveys completed;
- 5.1.4 at all times, make available sufficiently qualified and experienced personnel and other resources as agreed to with the Agency, to render the services in line with the SASSA terms of reference;
- 5.1.5 maintain and submit Issue Log on a weekly basis on incidents recommendations during the implementation of the project;
- 5.1.6 perform the services within normal working hours on Business Days as well as any additional hours as may be required by the Agency;
- 5.1.7 provide the Agency's representative with a weekly project report at the end of week and shall include a brief activity and progress report on the services provided

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Provision of Action Research Project through Door to Door Services

- 5.1.8 ensure that interviewers wear SASSA branded clothes and be in position of a letter from SASSA approving /explaining such interventions;
- 5.1.9 ensure that at least one team member should visit a household;
- 5.1.10 ensure interviewer complete a minimum of 12 surveys daily when conducting the Door-to-Door ICROP element;
- 5.1.11 ensure that upon completion of 70% targeted households in a ward, complete and present an analysis report per wards;
- 5.1.12 register enquiries for resolution by the Customer Care using The Agency's approved enquiries management guidelines;
- 5.1.3 record referrals on the approved form for management by Customer Care which include identification of:
 - 5.1.13.1 services required by supporting stakeholders;
 - 5.1.13.2 intervention required through home visits;
 - 5.1.13.3 people with disabilities living in households visited;
 - 5.1.13.4 eligible children not yet accessing services
 - 5.1.13.5 needy families not accessing any government programmes to improve their living conditions
- 5.1.14 complete Household Needs Assessment survey;
- 5.1.15 recruited and appoint 500 Youth workers for each financial year, will participate in Training and Exposure Programmes to promote culture of continuous learning as initiated by the Service Provider. Distribution of the number of youth workers according to the regions respectively.
- 5.1.1.6 develop and implement the skills transfer plan as required by the SASSA terms of reference;
- 5.1.1.7 payment of a monthly stipend of **R3000.00** per youth worker
- 5.1.1.8 to provide suggestions for quantifiable roles and responsibilities for Door-to-Door;

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Provision of Action Research Project through Door to Door Services

- 5.1.18.1 develop methodology on all elements of the model;
- 5.1.18.2 print and distribute questionnaires for all elements of the model;
- 5.1.18.3 recruit field operators and data capturers;
- 5.1.18.4 train recruits on SASSA business and legislation;
- 5.1.18.5 develop an implementation plan of all the elements:
 - a) Communication strategy
 - b) Staff deployment strategy
 - c) Data collection and analysis
 - d) Enquiries and complaints matrix
 - e) Reporting
- 5.1.19 invoice the Agency only for services rendered as per the SLA agreement;
- 5.1.20 comply with all security and operational procedures of the Agency;
- 5.1.21 in the event of the Agency approving the utilisation of sub-contractors by the Service Provider, the Service Provider shall, provide to the Agency a list of such sub-contractors and the services to be rendered by the sub-contractor/s.

6. AGENCY'S OBLIGATIONS

6.1 The Agency undertakes to:

- 6.1.1 enter into a Service Level Agreement with the Service Provider.
- 6.1.2 provide the Service Provider with a list of targeted wards and dates for implementation in each region including appropriate information as and when required by the Service Provider to fulfil their duties.
- 6.1.3 facilitate stakeholder consultation with the Service Provider;
- 6.1.4 manage, monitor and approve plans and reports developed by the Service Provider.
- 6.1.5 develop intervention plans based on the evidence gathered during the research

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Provision of Action Research Project through Door to Door Services

- 6.1.6 make payment to the Service Provider within 30 days of being presented with an invoice; and
- 6.1.7 facilitate for the Service Provider timeous access to information and systems reasonably required to perform its duties;
- 6.1.8 approve and sign off all work packages;
- 6.1.9 attend regular monthly or *ad hoc* meetings;
- 6.1.10 provide oversight to the Service Provider to ensure that the Services are effectively and efficiently rendered.

7. REMUNERATION

7.1 Payment of Resources and other Service Provider costs

- 7.1.1 In consideration for the rendering of the services, the Agency shall pay the Service Provider an amount not exceeding the total costs as set out in the letter of award;
- 7.1.2 Each party shall bear its own costs attendant on the negotiation and/or conclusion of this agreement;
- 7.1.3 The Agency shall pay the Service Provider the fees on monthly basis, for all completed deliverables as per this Agreement.
- 7.1.4 The Service Provider shall invoice the Agency in respect of the services rendered to the Agency in terms of this SLA.
- 7.1.5 The payment cycles, statements, invoices and other payment related matters are elaborated on as follow:
 - 7.1.5.1 The Service Provider must be in a position to - and should issue a monthly statement which give evidence to the work done, to Agency together with the submission of invoice;
 - 7.1.5.2 The Service Provider will complete and provide the Agency with a monthly quality of service report which will outline services provided. The required reports for confirmation of service levels should be referenced and attached in this report;

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- 7.1.5.3 The Service Provider will be paid within 30 days of an invoice being received by the Agency if no dispute exists and hence it is strongly recommended that the Service Provider has sufficient cash-flow to be able to carry the service provider's services for a period of at least 30 days in terms of employee and contractor salaries and other service provider costs.

8. TERMS AND CONDITIONS OF THE SERVICE LEVEL AGREEMENT

8.1 GENERAL

- 8.1.1 This Service Level Agreement commits only to the provision of an action research through Door-to-Door services as per the Terms of Reference developed by the Agency. The provision of additional services shall be subject to a separate agreement between the Parties specifying the terms and conditions of such additional services.
- 8.1.2 Both Parties shall comply with all applicable terms and conditions of the agreement.
- 8.1.3 This Agreement shall come into effect upon its signature by both Parties.
- 8.1.4 Any contractual changes or amendments of this Service Level Agreement shall only be valid if agreed in writing and signed by signatories of this Services Agreement.
- 8.1.5 Neither Party shall be entitled to transfer its rights and obligations under this Agreement to any Third Party without the prior written consent of the other Party. Such consent shall not be unduly withheld.
- 8.1.6 Should a provision contained in this Agreement become invalid due to legal or factual reasons, the other provisions shall remain in effect. The Parties shall without delay and by mutual agreement replace the invalid provision with a new provision that approximates the legal, economic and technical meaning of the original provision as closely as possible.

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- 8.1.7 This Agreement shall be subject to the laws of the South African Government. Gauteng Province will be used as a place of Jurisdiction for all disputes arising under this Agreement.

8.2 SERVICE(S) PROVIDED

- 8.2.1 The Service Provider agrees to deliver to the Agency the following Service(s):
- 8.2.1.1 Conduct Door to Door action research survey.
 - 8.2.1.2 Assess service delivery bottlenecks experienced by citizens that creates challenges to access broader social services
 - 8.2.1.3 Determine issues contributing to exclusion from services
 - 8.2.1.4 Assess satisfaction levels on the Agency's rendered services
 - 8.2.1.5 Receive feedback from citizens on how The Agency can improve its service delivery arm.
 - 8.2.1.6 To design and implement a project plan to conduct assessment for a minimum of 70% of population in each of the targeted wards.
 - 8.2.1.7 Provide a name of a Project Manager who will be supportive of any issues contributing to the strengthening of ICROP intervention/operations.
 - 8.2.1.8 Recruit, train, manage and remunerate youth workers residing in the respective targeted municipal wards in according with the standards set in ToR.
 - 8.2.1.9 Ensuring that there is a dedicated Principal Project Manager and on-site project Coordinator during implementation at any of the Door to Door programmes.
 - 8.2.1.10 Capture, consolidate and analyze surveys.
 - 8.2.1.11 Develop reports weekly, monthly, quarterly, half yearly, annually and a consolidated report covering the 3 year contracted period.
 - 8.2.1.12 Risk plan, assumptions and mitigation actions

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8.2.2 Contract Management Responsibility

- 8.2.2.1 Confirm logistics regarding the roll-out of the implementation plan at least four (4) weeks before commencement of the Door-to-Door survey.
- 8.2.2.2 Implement a training programme with prior approval by the Agency for the appointed youth from respective wards.
- 8.2.2.3 Keep an electronic data base of all captured questionnaires and related information
- 8.2.2.4 Design and implement a credible reporting system to keep The Agency informed of progressive realization of the stated outcomes, which includes:-
 - (i) Maintenance of an Issue Log on a weekly basis of incidents and related to the project recommendation during the implementation of the project.
 - (ii) Provision of a monthly consolidated report on action research Door to Door findings.
 - (iii) These reports must be discussed with the project Manager as appointed by The Agency.
 - (iv) Permit access by designated The Agency employees to observe and evaluate the proceedings during project implementation.
 - (v) Project implementation must be done effectively and efficiently within the agreed time frames.
 - (vi) Provide the Agency with all documents related to the project anytime on receipt of such a request from SASSA.

8.3 SERVICE DELIVERY OUTREACH PROGRAMME (SDOP)

8.3.1 Purpose of the SDOP

- 8.3.1.1 The purpose of this element of the ICROP is to render services to customers in an identified area within a targeted community and/or municipal ward supported by the needs assessment results and findings as informed through the Door-to-Door, Dialogues, Mikondzo and media campaigns. The evidence generated will determine the focus of the SDOP besides the stated primary outputs to;
- 8.3.1.2 Increase the social grant take-up rate in all grant types but specifically Grant-in-Aid, Child Support and Foster Child Grants with emphasis of access to

Initials

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Provision of Action Research Project through Door to Door Services

eligible children between the ages of 0-1 year and 14-18 years to address the findings of the UNICEF CSG Exclusion Research findings.

- 8.3.1.3 Support the Foster Child Grant Review backlog programme.
- 8.3.1.4 Increase access to SRD (Undue Hardship, Zero-Hunger and targeted No-Fee schools).
- 8.3.1.5 Utilize services of Cooperatives in procurement of ICROP SRD products.
- 8.3.1.6 Beneficiary education on the use of the SASSA card and any transitional arrangement which will become valid during the course of contract.

8.3.2 The objectives of the SDOP include the following-

- 8.3.2.1 To increase access to services preferably in the rural informal and farming areas given the limited access to infra-structure and general dependence on mobile services to bring services closer to communities.
- 8.3.2.2 To increase equity in access to services and address the needs of the communities generally.
- 8.3.2.3 To bring services to the targeted communities in an integrated manner by facilitating access to a range of services through stakeholder participation to address the development needs based on the findings of the needs assessment

8.4 SERVICE PERIOD

The Agency shall provide the Service Provider with an annual schedule of targeted wards. The Agency's regions will develop schedules per region based on the provided annual ICROP plan. The Service Provider will develop its implementation plan based on the approved targeted wards by the Agency. The obligation to provide the Service(s) shall be limited to the duration of this Service Level Agreement in accordance with the Terms of Reference for Action Research. Attached is the ICROP plan for 2016/2017 financial year. The Agency may/will instruct the Service Provider to make changes in the ICROP plan based on changing circumstances.

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Table 1 below is ICROP targets for 2016/2017 financial year

SASSA ICROP wards targeted for 2016/2017 FNY								
Region	District	Municipality	Wards Stats	Q1	Q2	Q3	Q4	Total
EC	6	35	71	19	19	21	12	71
FS	4	4	47	13	13	13	08	47
GP	5	7	48	13	13	14	08	48
KZN	10	49	124	33	33	36	22	124
LP	5	24	42	11	11	12	08	42
MP	3	15	45	12	12	13	08	45
NC	2	4	36	09	09	10	08	36
NW	4	14	36	10	10	08	08	36
WC	6	15	71	20	20	21	10	71
Total	45	167	520	140	140	148	92	520

NB. the statistics provided above is in line with Stats South Africa findings which reports according to district, local and ward municipal demarcation.

8.5 SERVICE LEVEL AND DELIVERY SCHEDULE

8.5.1 The Service(s) shall be delivered with the following frequency:

8.5.1.1 As per the planning schedule developed by SASSA regions with clearly stipulated dates. Each region has a responsibility to cover a certain number of wards within a month in targeted districts.

8.5.2.2 Stakeholder engagement (external and internal) and community mobilization is critical for the success of this project. Communities should be informed in advance of the basket of services to be provided

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8.6 QUALITY OF SERVICE(S)

- 8.6.1 The Service Provider shall deliver the quality of service(s) as defined in the Terms of Reference for the provision of Action Research.
- 8.6.1 Quality control procedures will be outlined in the implementation plan to be agreed by the Agency and AZANDE.
- 8.6.1 Both Parties shall mutually discuss and agree on any measures to be taken in order to continuously improve the quality of the Service(s) with regard to its fitness for the purposes of the Agency.

8.7 SERVICE PROVIDER OBLIGATIONS

- 8.7.1 All information referred to and in all related documentation is confidential and shall be the property of The Agency. As such, The Agency has the right to use this information for any other purpose.
- 8.7.2 The Service Provider shall assess and respond to the requirements of The Agency with regard to its purposes and to any feedback concerning the quality of the Service(s).
- 8.7.3 The Service Provider has an obligation to notify The Agency of a deficiency in service delivery and the reasons thereof.

8.8 SEGREGATION OF OBLIGATIONS

8.8.1 Azande (Service Provider)

- 8.8.1.1 The Service Provider agrees not to use the information for any commercial purposes and shall not make available the information to any Third Party for any commercial purposes. In fact, for any use of information the Service Provider must get approval of the Agency.
- 8.8.1.2 The Service Provider agrees to provide half yearly and end of financial year an independent report on ICROP and its operations. The ICROP report shall take into account all processes of the Agency in which the information provided is used. The ICROP Report shall be sufficiently comprehensive and detailed to enable the Agency to identify the advantages and shortcomings of

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the information and to improve them accordingly. The Agency shall involve staff with appropriate levels of expertise to ensure that the statements in the ICROP Report constitute an authoritative view of the Agency, based on which the Service Provider is able to derive the requirements for the evolution of the Service(s).

- 8.8.1.3 The Agency shall notify the Service Provider in any case where the Service(s) are not delivered in the time, frequency, quality or volume specified.
- 8.8.1.4 Any publications by the Agency regarding the Service(s) and its activities under this SLA shall make adequate reference to AZANDE as the Service Provider

8.8.2 The Agency

- 8.8.2.1 Enter into a service level agreement with the Service Provider.
- 8.8.2.2 Manage the SLA in a professional manner (ICROP Project Manager) and evoke penalty clause if any non-compliance is detected.
- 8.8.2.3 Provide the Service Provider with a list of targeted wards and dates for implementation in each region.
- 8.8.2.4 Provide appropriate information as and when required by the Service Provider to fulfil their duties.
- 8.8.2.5 Not accept any responsibility/liability for damages and/or loss suffered by the Service provider or their staff for the duration of the contract.
- 8.8.2.6 Not accept any responsibility for accounts/expenses incurred by the Service Provider that was not mutually agreed on by The Agency.
- 8.8.2.7 Facilitate stakeholder consultation with the Service Provider.
- 8.8.2.8 Manage, monitor and approve plans and reports developed by the Service Provider.
- 8.8.2.9 Develop intervention plans based on the evidence gathered.

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8.9 WARRANTY AND LIABILITY

8.9.1 The Service Provider warrants to The Agency that:-

- 8.9.1.1 It has full capacity, power and authority to enter into this agreement and to perform all of the obligations recorded in this agreement.
- 8.9.1.2 Its execution and performance will not lead to any breach of the terms and conditions of this agreement.
- 8.9.1.3 Any other agreements that it may enter into shall in no way be in conflict or cause conflict with the provisions of this agreement.
- 8.9.1.4 It shall deliver the Service(s) in accordance with the provisions of this Service Level Agreement including advertised TOR, with the best available method and technology and will use its reasonable efforts that the Service(s) comply with all requirements regarding the time, frequency, quality and volume of the Service(s). Both Parties shall continuously discuss and take measures to improve the overall quality of the Service(s).

8.10 DURATION AND AMENDMENTS

- 8.10.1 This Service Level Agreement shall have duration of 3 years, retrospective at 01 July 2016 as from the date of signature of this Service contract
- 8.10.2 The specific requirements of The Agency may evolve with respect to the detailed Terms of Reference and ICROP targets specified herein. Such evolution will be taken into account during the execution of this Service Level Agreement. The Service Level Agreement shall be subsequently amended for each subsequent period of the action research contract in line with the changing conditions under which the Service(s) are supplied and used. Such technical amendments shall be negotiated and approved by the contact persons of each party.

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8.11 REPORTS

- 8.11.1 The content of any reports/Power Points issued by the Service Provider are confidential unless the Service Provider and The Agency agree to disclose such report / power point and may be used by The Agency for any reasons known to it.
- 8.11.2 No agreement in respect of the transfer of Intellectual Property shall be of any force and effect, unless reduced in writing and signed by both parties.
- 8.11.3 The Agency is considered in law to be the original owner of the Copyright in any document, drawing, material or record developed or acquired by the Service Provider in the course of discharging its obligations under this agreement, this hereby grants The Agency the right to copy such documents, drawings, material or record, for internal and external reporting.

8.12 TERMINATION

- 8.12.1 Each Party shall have the right to terminate this Service Level Agreement with good reasons. Good reason shall exist in case the cancelling Party cannot be reasonably expected to comply with its contractual obligations until the end of this Agreement.
- 8.12.2 Each Party shall have the right to terminate this Service Level Agreement as contemplated in Clause 16 of the Services Agreement.
- 8.12.3 The Service Provider shall have the right to terminate this Service Level Agreement in the case that the ICROP implementation with The Agency is terminated or amended in a way which prevents the further delivery of the Service(s).
- 8.12.4 Any termination shall be valid only if made in writing and shall become effective within 3 months after notification to the other Party.

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8.13 FEES AND REMUNERATION**8.13.1 Payment**

8.13.1.1 Each party shall bear its own costs attendant on the negotiation and/or conclusion of this agreement.

8.13.2 Payment Specifics

- 8.13.2.1 The Agency shall pay the Service Provider the fees on monthly basis for all completed deliverables as per this Agreement.
- 8.13.2.2 The deliverables include logistics for ICROP events, entertainment during the day of the event, transport to ferry community members to ICROP events, Door to Door services provided by recruited youth.
- 8.13.2.3 The Agency and the Service Provider agrees on a 9.5 % payment to the Service provider for admin costs on all services rendered.
- 8.13.2.4 The fees include any costs, expenses and expenditure made by the Service Provider in respect of the Services and no additional moneys shall be payable to the Service Provider by The Agency in respect of any office, telephone, fax, or any other costs, including accommodation expenses of any nature.
- 8.13.2.5 The Agency is entitled to deduct or set off from any amount payable to the Service Provider, any amount due by the Service Provider to The Agency for any reason whatsoever.
- 8.13.2.6 Out of the remuneration provided under this clause, the Service Provider shall be responsible for its own payroll expenses such as salaries, wages, etc. The Service Provider shall, on reasonable advance notice from The Agency, prove to the satisfaction of The Agency that it is duly and promptly discharging all its responsibilities which rest upon it in law in respect of its employees and agents and indemnifies The Agency against any liability which may occur as a result of the Service Provider's failure to discharge such responsibilities.
- 8.13.2.7 Prior to commencing with Services to The Agency, the Service Provider will be required to complete and submit agreed upon documents to The Agency. This must

Initials

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include an agreement of confidentiality for all service, information, etc. gained as a result of implementation of this contract.

8.13.3 Payment Terms

8.13.3.1 Any amounts due to the Service Provider by The Agency in terms of this Agreement shall be paid by The Agency to the Service Provider within 30 official days of receipt of a Tax Invoice from the Service Provider requesting such payment.

8.13.3.2 Should any dispute arise relating to the amount of the charges to which the Service Provider is entitled, such dispute shall be determined in accordance with the dispute resolution clause provided for in clause 8.16 of this Agreement.

8.13.4 Cancellation, Sub-standard Services Penalties

8.13.4.1 The Service Provider undertakes to deliver the Services in accordance with the Agency's TOR. As such, it acknowledges that the Service Provider has, and will incur substantial costs in the preparation of the Services. In the event that the Service Provider should cancel its Services or fail to deliver its services for any reason other than Force Majeure, and/or The Agency should determine that the Services are not in accordance with the conduct and standards as agreed to with the Service Provider, the Service Provider agrees that the damages The Agency would suffer as a result of those costs and the loss of Services and/or other ancillary revenue would be substantial. Accordingly, on such determination, The Agency will provide a written notice of the determined Services to the Service Provider, who shall within 14 (fourteen) Business Days, or any period as determined by The Agency, re-provide the Services at no cost to The Agency and to the satisfaction of The Agency. Any re-provision of Services shall be without prejudice to The Agency's rights to any claim of immediate, specific performance of all of the Service Provider's obligations as per this Agreement, to claim damages, or to terminate this Agreement.

8.13.4.2 The Agency reserves the right to deduct a penalty of 10% of the invoice amount in the event the Service Provider fails to meet the delivery agreements on execution of the project, as stipulated in the Terms of Reference and this Service Level Agreement and such penalty to be determined by executive manager.

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8.14 INTERPRETATION

In the event of any form of confusion in the interpretation and execution of duties between conditions contained herein and those contained in any Annexures, the conditions in this Agreement and the requirements as set out in The Agency's TOR will supersede those conditions

8.15 FORCE MAJEURE

- 8.15.1 If any Party is prevented or delayed in performing any obligation under this Agreement for any reason beyond the reasonable control of that Party, then that Party shall be excused from performing or timeously performing that particular obligation for the duration of that prevention or delay.
- 8.15.2 Any Party so prevented or delayed shall inform the other in writing of that prevention or delay as soon as reasonably possible after the circumstances causing such prevention or delay has arisen.
- 8.15.3 The Parties shall do everything reasonably possible to prevent, avoid or limit the duration or effects of any such prevention or delay. Upon termination of the circumstances giving rise to any such prevention or delay, the Party so prevented or delayed shall forthwith give written notice to the other Party.
- 8.15.4 While any such prevention or delay continues, the Parties shall continue to comply with their obligations under this Agreement which are not affected by it, to the extent that they are able lawfully to do so, subject to the right of the other Party not prevented from continuing with all its obligations under this Agreement to cancel this Agreement by giving written notice of such termination to the other Party.
- 8.15.5 For the purpose of this Agreement "Force Majeure" shall mean any circumstances beyond the reasonable control of the Party concerned and shall include but not be limited to:

Initials

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Provision of Action Research Project through Door to Door Services

- 8.15.5.1 the inconsistent and/or inadequate provision of an action research through Door-to-Door services as part of the Integrated Community Registration Outreach Programme (ICROP)
 - 8.15.5.2 war, revolution, riots, mob violence, sabotage, epidemics, accidents, breakdown of facilities where such are not part of a Party's equipment or under a Party's control;
 - 8.15.5.3 industrial Action by workers, agents or employees;
 - 8.15.5.4 earthquakes, floods, fires or other natural disasters.
- 8.15.6 The mere shortage of labour, materials or utilities shall not constitute Force Majeure unless caused by circumstances, which are themselves, Force Majeure.

8.16 DISPUTE RESOLUTION

- 8.16.1 At all material times a dispute will be addressed with the objective to amicably resolve such a dispute.
- 8.16.2 Failure to resolve any dispute will lead to its escalation to the national Steering Committee.
- 8.16.3 In the event the National Steering Committee cannot resolve the dispute it will be escalated to the attention of both signatories identified
- 8.16.4 Should the dispute still remain unresolved, it will be adjudicated by a competent court with jurisdiction to hear the matter. As stipulated the parties hereby agree that the Gauteng High Court shall have jurisdiction to hear and determine any suit, action, or proceeding and to settle any dispute which may arise out of or in connection with this agreement and for such purpose irrevocably submit to the jurisdiction of the Gauteng High Court of South Africa.

8.17 APPLICABLE LAW

Irrespective of the place of execution, performance, this Agreement and all its amendments and modifications to be effected shall be governed by and construed under and in accordance with the laws of South Africa.

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8.18 GOVERNANCE

Establishment of a National Steering Committee (NSC) with decision making powers. The Agency and the Service Provider will be represented in this committee. The Committee will constitute of the Executive Manager Grants Operations, Customer Care, Payment Management, Operations including three regions (Western Cape, North West and Free State). This will also include 3 reps from the Service Provider i.e. Managing Director or her representatives.

The Executive Manager Grants Operations as the Project Sponsor will be the responsible convener of NSC. The National Steering Committee is responsible to enforce and take decisions on all issues of ICROP nationally. Monitor that all ICROP operations are aligned to the SLA and advertised TOR. Manage implementation of ICROP in the same standard for all regions and all operations. Manage development of a project charter by the Service provider and coordinate its implementation. Go through all ICROP reports before they are submitted to the office of the CEO.

Provincial Coordinating Teams shall also be constituted in all 9 regions. These teams will monitor and coordinate implementation of decisions by the NSC.

District Teams shall also be established and act as legs of the project and coordinate all ICROP operations within their area of jurisdiction.

8.19 NOTICES

8.19.1 The contact persons for each Party are:

The Agency: Sonwabo Koliti

012 400 2175

SonwaboK@sassa.gov.za

Azande: Maqu Makhaye:

Unit 11 Washington Business Park

07 Royal palm drive, Cnr Suttie

Half way House JHB 1682

011 805 0724/0785 Cell:061464 8762

maqu@azandegroup.co.za / azandegroup@gmail.com

Initials

M.M

8.19.2 The contact persons for each Party are:

- 8.19.2.1 Each Party shall inform the other Party immediately in writing about changes regarding their respective contact persons.
- 8.19.2.2 Either party shall as deemed fit by written notice, inform the other party of its change of address and such changes will only be permissible if the new address is within the domain of South Africa.
- 8.19.2.3 Any notices shall hereby be delivered by hand (acknowledgement of receipt, together with the name of the recipient and date of receipt should be used as proof of submission), or may be sent by a registered post (proof of postage issued by the relevant postal authority will serve as proof) or may be sent by email (hard copy of the electronic record of transmission will serve as proof)
- 8.19.2.4 Any notice in terms of or in connection with this agreement shall be valid and effective only if in writing and confirmed as noted in clause 4 above.
- 8.19.2.5 In all, the sender should make a follow-up (whether through the telephone or confirmation by the receiver) by ensuring that the intended receiver is in receipt of such notice.

9. PROJECT EXECUTION**9.1. Required Services**

The Service Provider will be expected to execute and conduct the following services / activities for the Agency. In the event the Service Provider fails to meet the deliverables in terms of this execution plan, the penalty clause under 8.13.4.2 shall apply.

NO	ACTIVITY	EVIDENCE	DATE
	PROJECT EXECUTION PLAN		
1.	1.1. Door to Door action research services in 1 540 targeted wards nationally for a period of 36 months.	Project Report	1 July 2016 to 30 June 2019

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NO	ACTIVITY	EVIDENCE	DATE
	1.2. Design a detailed project plan with clear time frames for the implementation of the Door to Door action research and small scale ICROPS	Detailed implementation plan approved by the Agency	01 October 2016
	1.3. Identification, recruitment and appointment of 500 youth workers	Name list of appointed youth workers	19 -30 September 2016
	1.4. Develop and implement a training and development Programme for the appointed youth from the respective communities	Training and Development Programme approved by SASSA Training module approved by SASSA	3-14 October 2016
	1.5. Induction and training of the appointed youth workers to conduct door to door action research and ICROP services in line with TOR	Training attendance registers ability of youth workers Skills transfer plan	10-30 October 2016
	1.6. Confirm logistics for the roll-out of the implementation plan at least four weeks before the commencement of the Door to Door survey	Letter confirming logistics	1 July 2016 to 30 June 2019
	1.7. Project-related risk Plan including assumptions and mitigation actions	Risk Management Plan	01 October 2016
PROJECT IMPLEMENTATION			
2.	2.1. Conduct assessment with a minimum of 70% household within the municipal wards	% of households assessed	1 July 2016 to 30 June 2019
	2.2. Keep electronic database of all captured questionnaires and related information	Database Confirmed and accessible to the Agency	1 July 2016 to 30 June 2019
	2.3. Capture, consolidate and provide analyzed surveys and household profiling report	Adequately completed surveys and Profiling report	1 July 2016 to 30 June 2019
	2.4. Documentation and referral of issues raised during the implementation phase of the project	Completed Service Referral Form	1 July 2016 to 30 June 2019
	2.5. Payment of monthly stipend of R3000 per youth workers	Monthly report	Monthly (end of the month)
	2.6. Ensure the interviewers are being identified through SASSA branding	Wear SASSA branded Clothes Be in position of an	1 July 2016 to 30 June 2019

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NO	ACTIVITY	EVIDENCE	DATE
		introductory letter from SASSA	
	2.7. Ensure interviewer complete a minimum of 20 surveys daily when conducting the Door to Door ICROP element	Number of Surveys completed	On-going
	2.8. Register enquiries for resolution by the Customer Care using the Agency's approved enquiries management guidelines	Enquiry Register	1 July 2016 to 30 June 2019
	2.9. Complete Household Needs Assessment survey for intervention by the relevant institution	Completed Household Needs Assessment survey	1 July 2016 to 30 June 2019
	2.10. Development and implementation of strategies on communication, staff deployment, data collection, data analysis, reporting as well as enquiries and complaints matrix	Strategies developed	1 July 2016 to 30 June 2019
PROJECT REPORTING			
3.	3.1. Provide monthly consolidated report on Door to Door findings.	Monthly reports confirmed by the Agency	Monthly
	3.2. Maintain and submit an issue log of incidents identified and recommendations during the implementation of the project.	Issue Log Register	Weekly (end of week)
	3.3. Provide Agency representative with a weekly project report at the end of week and shall include a brief activity and progress report on the services provided	Weekly progress Report	Weekly (end of week)
	3.4. Develop reports weekly, monthly, quarterly, half yearly, annually and a consolidated report covering the 3 year contracted period.	Project Resource file continuously updated	Quarterly, half yearly and annually
PROJECT CLOSE OUT			
4.	4.1. Presentation of weekly, monthly, quarterly, half yearly, annually and a consolidated report covering the 3 year contracted period.	Project Close out meeting	30 June 2019
	4.2. Provide all information, data collected during the course of this project, including all related documentation to the Agency as part of the hand over.	Final hand over reports	30 June 2019

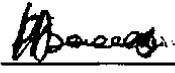
Initials

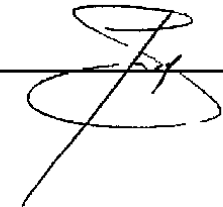
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NO	ACTIVITY	EVIDENCE	DATE
	4.3. Final report of all activities undertaken, covering substantive achievements of the project outputs/outcomes, problems and lessons learned.	Project Close out report	30 June 2019

SIGNED AT Pretoria ON THIS THE 01 DAY OF July 2016.

AS WITNESSES:

1. 

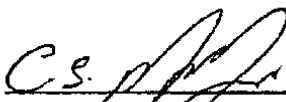
2. 



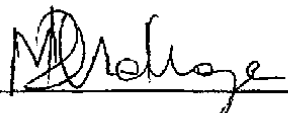
For and on behalf of: **THE AGENCY**
(duly authorised)

SIGNED AT PRETORIA ON THIS THE _____ DAY OF _____ 2016.

AS WITNESSES:

1. 

2. 



For and on behalf of:
THE SERVICE PROVIDER
(duly authorised)

Initials

M.M.

04.07.2016.

[*paying the right social grant, to the right person,
at the right time and place. NJALO!*]

**BID AWARDED**

Tender No	Description	Awarded To	Amount	B-BBEE Status	Total Points
SASSA:40/15/B T	The South African Social Security Agency hereby invites proposals from service providers for provision of the Action Research project through Door to Door services to be performed as part of the integrated community outreach programme (ICROP) of SASSA in targeted areas for a period of 3 years in nine (9) provinces	Azande Consulting CC	R487 933 298.00	1	100

[www.sassa.gov.za • 0800 60 10 11]

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sassa

SERVICES CONTRACT

between

SOUTH AFRICAN SOCIAL SECURITY AGENCY

(Represented herein by **Ms Raphaahle Ramokgopa**, in her capacity as the Acting Chief Executive Officer, and being duly authorized thereto)

(Hereinafter referred to as "**the Agency**")

And

AZANDE GROUP t/a Azande Consulting Registration

(Reg. No.2000/003286/23) a Close Corporation duly registered and incorporated in terms of the Companies Act, of the Republic of South Africa, as amended.

(Represented herein by **Ms Maqu Makhaye** in her capacity as Managing Director and being duly authorised thereto)

(Hereinafter referred to as "**the Service Provider**")

Jointly referred to as "**the Parties**"

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TABLE OF CONTENTS

1. DEFINITIONS AND INTERPRETATION.....	3
2. SERVICES.....	6
3. COMMENCEMENT AND DURATION.....	7
4. PERFORMANCE AND DOCUMENTS.....	7
5. DELIVERY, MONITORING AND EVALUATION.....	7
6. EARLY WARNING.....	7
7. SERVICE PROVIDER'S OBLIGATIONS.....	8
8. AGENCY'S OBLIGATIONS.....	9
9. REMUNERATION.....	10
10. NATURE OF THE RELATIONSHIP.....	11
11. INTELLECTUAL PROPERTY RIGHTS.....	11
12. CONFIDENTIALITY.....	12
13. WARRANTIES.....	12
14. INDEMNITIES.....	13
15. IMPLEMENTATION OF GOOD FAITH.....	14
16. BREACH AND TERMINATION.....	14
17. LIMITATION OF LIABILITY.....	15
18. FORCE MAJEURE.....	16
19. DISPUTE RESOLUTION.....	16
20. PENALTIES.....	17
21. DOMICILIUM AND NOTICES.....	17
22. GENERAL.....	18
23. ADDRESSES.....	19

1 DEFINITIONS AND INTERPRETATION

1.1 Definitions

In this Agreement, unless clearly inconsistent with or otherwise indicated by the context -

- 1.1.1 **"Accounting Officer"** shall mean the official appointed by the Agency as the Chief Executive Officer;
- 1.1.2 **"Agency"** means the South African Social Security Agency, a juristic entity established in terms of section 2 of the South African Social Security Agency Act, Act No. 9 of 2004; SASSA shall have a corresponding meaning;
- 1.1.3 **"Agreement"** means the agreement set out in this Services Contract including the Bidding Documents (incorporating specifications or terms of reference, Letter of Award, Letter of Acceptance and the Service Level Agreement, which must be concluded within 30 days of signature of this Agreement).
- 1.1.4 **"Bespoke Intellectual Property"** means all any Intellectual Property developed by the Service provider for the Agency pursuant to the Services;
- 1.1.5 **"Bidding Documents"** means all documentation relating to the tender process, which includes but is not limited to: the invitation to bid; tender specifications; terms of reference; technical proposal, as well as, the Service Provider's documentation in response thereto;
- 1.1.6 **"Business Day"** means any day other than a Saturday, Sunday or any official public holiday within the Republic of South Africa and **"Business Days"** shall have a corresponding meaning;
- 1.1.7 **"Commencement Date"** means 01 July 2016 notwithstanding the date of signature of this Agreement; and **"Effective Date"** shall have a corresponding meaning;

- 1.1.8 **"Confidential Information"** means information that, by its nature, is confidential to a Party, including but not limited to material, data, techniques and procedures which relate to that Party's business;
- 1.1.9 **"Force Majeure"** means but not limited to an act of God, strike, fire, explosion, riot, insurrection or other civil disorder, war, international restrictions, or court order;
- 1.1.10 **"General Conditions of Contract"** means the Government Procurement General Conditions, as was attached as an annexure to the specifications of Bid SASSA 40/15/BT;
- 1.1.11 **"Intellectual Property"** means all copyright, rights in business names, trademarks, trade names, patents, reports, designs and/or inventions as well as all rights to source codes, trade secrets, confidential information and all other rights of a similar character (regardless of whether such rights are registered and/or capable of registration);
- 1.1.12 **"Parties"** means the Agency and the Service Provider and **"Party"** means either one of them as the context may indicate;
- 1.1.13 **"Project Manager"** means an identified and expressly authorised individual from the Agency who oversees and monitors the Service Provider's day to day activities and task according to the Parties' agreed deliverables within the specified timeframes;
- 1.1.14 **"Prime Rate"** means the publicly quoted variable prime interest rate as announced from time to time by the Governor of the South African Reserve Bank, calculated at a flat rate;
- 1.1.15 **"Services"** means the provision of action research on household profiling, customer information, beneficiary information community dialogues and service delivery, through door to door services nationally.
- 1.1.16 **"Service Level Agreement"** means the agreement to be concluded by the Parties within 30 days of signature of this Service contract

- 1.1.17 **"Service Manager"** means the Service Provider's authorised representative designated to head the day to day rendering of the Services;
- 1.1.18 **"Staff"** means any director, employee, agent, consultant, contractor or other representative of the Parties involved in the provision or receipt of the Services pursuant to this Agreement;
- 1.1.19 **"Steering Committee"** means representatives nominated in writing by the Service Provider and the Agency to see that all functions, communications and delivery of Services as defined in the SLA are adhered to;
- 1.1.20 **"VAT"** means value added tax in terms of the Value Added Tax Act, 1991 (Act No. 89 of 1991) or any similar tax on the rendering of services.
- 1.2 **Interpretation**
- 1.2.1 In this Agreement, unless clearly inconsistent with or otherwise indicated by the context -
- 1.2.1.1 any reference to the singular includes the plural and *vice versa*;
- 1.2.1.2 any reference to natural persons includes legal persons and *vice versa*; and
- 1.2.2 No provision herein shall be construed against or interpreted to the disadvantage of any Party by reason of such Party having or being deemed to have structured or drafted such provision.
- 1.2.3 If reference is made in this Agreement to any other document for the purpose of defining words and/or phrases used in this Agreement, the applicable definition or description in such document shall be read and interpreted in terms of this Agreement as if specifically incorporated herein.
- 1.2.4 In the event that there is a conflict between the provisions of the Bidding Documents and this Agreement, the provisions of this Agreement shall, except where the contrary is provided in this Agreement, take precedence.



- 1.2.5 Where any amounts are referred to in numerals and in words, in the event of any conflict, the amount referred to in numerals shall prevail.
- 1.2.6 The use of word "including" followed by a specific example/s shall not be construed as limiting the meaning of the general wording preceding it and the eiusdem generis rule shall not be applied in the interpretation of such general wording or such specific examples.

2 SERVICES

- 2.1 The Agency appoints the Service Provider to render the Services as specified in the Terms of Reference and further detailed in the Service Level Agreement.
- 2.2 The Services may be rejected by the Agency, if found not to comply with the requirements as set out in clause 2.1, including any other relevant clauses, of this Agreement. The Agency shall inform the Service Provider of such rejected Services, or part thereof, as the case may be. The Agency and the Service Provider shall meet to determine an agreed timeframe within which the rejected Services must be remedied. The Service Provider shall at its own cost and risk, remedy the rejected Services within the agreed upon timeframe.
- 2.3 Should the Service Provider at any time when so requested, fail to remedy the rejected Services within the timeframe specified in clause 2.3 above, the Agency may, on written notice and without giving the Service Provider further opportunity to remedy the rejected Services or part thereof, advise the Service Provider that it shall procure Services equivalent to the rejected Services, as may be necessary from a third party. The cost of such procurement shall be at the sole cost and expense of the Service Provider.
- 2.4 Should the Agency be satisfied with the remedied Services, it shall furnish written acceptance to the Service Provider to that effect.
- 2.5 The provisions contained in this clause 2 shall not prejudice or preclude the Agency from exercising its rights to cancel this Agreement on account of a breach, or to exercise any other rights afforded to it in terms of this Agreement or at law.

3 COMMENCEMENT AND DURATION

3.1 This agreement shall come into operation on the Commencement Date **1 July 2016** and shall endure for a period of 36 (Thirty six) months from the Commencement Date; terminating on the **30 June 2019**.

3.2 Notwithstanding the termination date in 3.1, either Party may terminate this Agreement by giving 30 (thirty) days written notice of termination to the other Party.

4 PERFORMANCE AND DOCUMENTS

4.1 The Services rendered must be performed in accordance with the agreed upon scope and levels of deliverables; as defined in the agreed SLA.

5 DELIVERY, MONITORING AND EVALUATION

5.1 Parties shall establish a Steering Committee comprising of representatives nominated in writing by the Service Provider and the Agency. Such nomination shall be completed within 7 (seven) Business Days from the Commencement Date.

5.2 This committee and any other committees shall adhere to all functions and communications as defined in the SLA.

6 EARLY WARNING

6.1 The representatives of both organisations shall give an early written warning by notifying the other as soon as reasonably practical after becoming aware of any matter which could delay delivery or frustrate performance of Services.

6.2 All procedures outlined in the SLA regarding early warning should be observed and executed.



7 SERVICE PROVIDER'S OBLIGATIONS

7.1 The Service Provider hereby undertakes to –

- 7.1.1 make available sufficiently qualified and experienced personnel to render the Services;
- 7.1.2 provide the Services in a professional manner and in accordance with this Agreement, more particularly perform the Services within normal working hours on Business Days as well as any additional hours as may reasonably be required by the Agency, and which additional hours shall be agreed to in writing by the Service Provider;
- 7.1.3 liaise exclusively with and take instructions exclusively from the authorised representative/s of the Agency;
- 7.1.4 under no circumstances have any authority whatsoever to contract in the name of, or to create any liability whatsoever in the name of, or on behalf of the Agency without prior written consent;
- 7.1.5 under no circumstances use the Agency's registered trademarks on any of the Service Provider's documentation or communique's without prior written consent of the Accounting Officer of the Agency;
- 7.1.6 request the Agency's prior permission and approval for any subcontractor/s the Service Provider requires in order to perform in terms of the Agreement, provided that the Service Provider shall not be relieved of any liability or obligation under this Agreement in respect of any acts and/or omissions on the part of its subcontractor/s;
- 7.1.7 only submit a claim for payment in respect of the completed Services and upon the provisioning of the deliverables as per the Service Level Agreement;
- 7.1.8 re-imburse the Agency for any payments received by it arising out of inaccurate accounting and/or expense recording, if applicable;

7.1.9 the Service Provider must provide a valid tax clearance certificate annually for the duration of this Contract.

7.2 **The Service Provider will ensure that all its staff and other representatives shall –**

7.2.1 carry out all reasonable and fair instructions given to them by the Agency in respect of the provisions of this Agreement;

7.2.2 refrain from any action that may be prejudicial to or adversely affect the Agency, and/or its standing, reputation or goodwill;

7.2.3 comply with all security including security vetting/clearance by the State Security Agency and operational procedures of the Agency, which it considers itself to be fully acquainted therewith.

8 AGENCY'S OBLIGATIONS

8.1 **The Agency undertakes to-**

8.1.1 provide the Service Provider with the necessary and reasonable support in order for it to perform in terms of this Contract;

8.1.2 provide the Service Provider with timeous access to information reasonably required to perform its duties; and

8.1.3 be responsible for: (a) managing and the overseeing of the Service Provider's performance; (b) monitoring the quality of the Services; (c) convening meetings with the Service Provider as agreed; and (d) assisting the Service Provider, where reasonable and necessary;

8.1.4 to provide relevant resources to assist Service Provider in addressing queries, understanding the business and relevant processes, implementing certain key functions as may be required by service provider in order to effectively render the services for the Agency.

- 8.1.5 Attend regular meetings to confirm deliverables and provide oversight and project management services to service provider, to ensure that services are effectively and efficiently rendered.

9 REMUNERATION

- 9.1 In consideration for the rendering of the Services, the Service Provider shall be entitled to invoice the Agency monthly in respect of the Services rendered. The total cost of the Services including disbursement and travelling costs shall not exceed the total of R 392 725 988.00 (Three hundred and ninety two million seven hundred and twenty five thousand nine hundred and eighty eight rand) including VAT, being the contract price in terms of the Letter of Award.
- 9.2 The Service Provider's invoice must be accompanied by an original monthly statement and a comprehensive progress report and a copy of the Service Provider's duly signed confirmation of the completed or rendered deliverables in accordance with the scope and deliverables as set out herein and in the SLA.
- 9.3 The Agency shall make payment to the Service Provider for Services rendered within 30 (thirty) days from the date of receipt of the Service Provider's complete and correct invoice, by direct transfer into the Service Provider's designated account (any changes to the said account will be confirmed in an original letter bearing the Service Provider's letter head, and signed by the Service Provider's chief financial officer.)
- 9.4 If the Service Provider's invoice or any required documentation is incomplete or incorrect, payment shall be effected within 30 (thirty) days of the submission of the correct and complete invoice or documentation.
- 9.5 All Services charges invoiced by the Service Provider shall include VAT and shall not be subject to any form of set – off or deductions of any kind.
- 9.6 It is expressly recorded between the parties that payment for the Services will not be made in the event that the Service Provider fails to satisfactorily perform or remedy unsatisfactory performance of any of its obligations in terms of this Agreement, and as governed by the SLA.

- 9.7 Invoices paid later than the due date shall bear interest at the Prime Rate, calculated from and including the due date.

10 NATURE OF RELATIONSHIP

- 10.1 The Service Provider shall at all times remain independent of the Agency, and neither the Service Provider nor any of its staff or representatives shall be regarded as an employee of the Agency.
- 10.2 The Service Provider warrants that its permanent resources listed in the Services Provider's proposal constitute the technical resources to be utilized in the execution and/or rendering of the Services; and shall remain unchanged for the entire duration of the Agreement, save where the changes are beyond the Service Provider's control and the Parties have agreed to substitute such a technical resource with a technical resource in possession of similar qualification, experience and expertise.

11 INTELLECTUAL PROPERTY RIGHTS

- 11.1 Intellectual Property owned by a Party, its vendors and/or service providers shall at all times remain the sole property of that Party, its vendors or service providers, save for Intellectual Property rights in respect of Bespoke Intellectual Property which shall be the sole and absolute property of the Agency.
- 11.2 Notwithstanding any expiration, cancellation or termination of this Agreement, all Intellectual Property rights subsisting in and to any Bespoke Intellectual Property shall vest in the Agency.

12 CONFIDENTIALITY

- 12.1 Unless required by law, the parties must keep confidential and not disclose to any third party the terms of this Agreement, the results and information relating to each other's technical processes, business affairs or finances, know-how and intellectual property acquired in terms of this Agreement.



- 12.2 The Parties specifically record that any data or information acquired through the rendering of the Services in terms of this Agreement, is and shall remain the property of the Agency.
- 12.3 The Service Provider shall not use data or information belonging to the Agency for any purposes other than for the performance of Services.
- 12.4 The Service Provider must ensure that its staff and its representatives, who will be assigned to render the Services, each sign a non-disclosure undertaking.
- 12.5 This clause shall continue to be binding on the parties notwithstanding any termination or cancellation of this Agreement or any part thereof.

13 WARRANTIES

- 13.1 **The Service Provider warrants that-**
- 13.1.1 the Service Provider and its staff and any other persons rendering the Services will perform the Services with the necessary diligence, care and skill as may be reasonably expected having due regard to requirements of the Agency as expressed in this Agreement; and
- 13.1.2 all persons rendering the Services are and will be sufficiently qualified and possess the necessary skill and expertise.
- 13.2 If at any time during the rendering of any Services, the Agency discovers one or more defects, errors or non-conformities, or any other respect in which a Service fails to conform to any warranty contained in this Agreement, the Service Provider shall, entirely at its own costs and expense, promptly correct such defect, error or non-conformity, and shall work closely with the representative of the Agency to ensure that the Agency accepts the quality of work delivered to them.

14 INDEMNITIES

- 14.1 The Service Provider indemnifies the Agency, its officers, directors, employees, agents and representatives (as well as their successors and assignees) (the "Indemnified Parties") from and against any claims, costs, expenses, fines,

penalties, loss and damages, whether foreseeable or unforeseeable and including loss and/or damages which may arise from –

- 14.1.1 any claim by a third party, incurred by the Indemnified Parties (or any of them) as a direct result of any breach by the Service Provider of any provisions of this Agreement (including any warranty set out herein);
 - 14.1.2 claims of any Intellectual Property rights arising from the use of the Services or any part of them be the Indemnified Parties; and
 - 14.1.3 undertakes to reimburse the Indemnified Parties upon demand for all damages incurred by them.
- 14.2 The Service Provider indemnifies and shall hold the Agency harmless against all loss or damage, from any cause arising, which the Agency may sustain as a result of a breach of any warranty given by the Service Provider in this Agreement.
- 14.3 The provisions of clause 15 shall apply mutatis mutandis to the Agency.

15 IMPLEMENTATION AND GOOD FAITH

- 15.1 The Parties undertake to do all such things, perform all such acts and take all steps to procure the doing of all such things and the performance of all such acts, as may be necessary or incidental to give or conducive to giving effect to the terms, conditions and purports of this Agreement.
- 15.2 The Parties shall at all times during the continuance of this Agreement observe the principles of good faith towards one another in the performance of their obligations in terms of this Agreement and will accordingly:
- 15.2.1 act reasonably, honestly and in good faith;
 - 15.2.2 perform their obligations diligently and with reasonable care, and
 - 15.2.3 make full disclosure to each other of any matter that may affect the implementation of this Agreement.

16 BREACH AND TERMINATION

- 16.1 If either Party:
- 16.1.1 commits any breach of this Agreement and fails to remedy the breach within 14 (fourteen) calendar days after receipt from the other Party of written notice calling upon it to do so;
 - 16.1.2 commits or attempts to commit an act of insolvency (as defined in the Insolvency Act, No 24 of 1936, as amended), is provisionally or finally wound-up or placed under a provisional or final order of judicial management or liquidation or is sequestered, or a special resolution is passed for the winding-up of such Party;
 - 16.1.3 the other Party shall be entitled, in addition to and without prejudice to any other right it may have in law or in terms of this agreement, to:
 - i. If appropriate enforce specific performance of the terms of this Agreement; or
 - ii. Cancel this Agreement; and
 - iii. In either event, recover such damages as it may have sustained.
- 16.2 The Parties shall, within 30 (thirty) calendar days of any cancellation or termination of this Agreement-
- 16.2.1 return all documents, diskettes, drawings and any other mediums containing the any Confidential Information of the other Party (as well as all copies, notes or reproductions thereof), including all Intellectual Property of the other Party in possession of such Party; and
 - 16.2.2 provide written certification, signed by the chief executive officer of such Party, of that Party's compliance with 16.2.1.
- 16.3 The costs incurred by a Party in complying with 16.2 shall be for the account of that Party.
- 16.4 In the event that the Agency terminates this Agreement due to a breach by the Service Provider, the Service Provider undertakes to use its best endeavours

and to assist in the transfer of the function contemplated in the Services to the Agency or its nominee, at the Service Provider's sole cost and expense.

17 LIMITATION OF LIABILITY

17.1 Notwithstanding anything in this Agreement stated to the contrary, neither Party shall under any circumstances be liable to the other for any indirect, incidental, special or consequential loss, damage, injury or expense of any kind whatsoever including (where appropriate) loss of production, profits, goodwill, anticipated savings or any other economic loss, or losses consequent upon loss or corruption of data, stored programs, tapes and/or diskettes, unless such loss, damage, injury or expense is caused by negligence, misconduct or breach by either Party, including either Party's staff and representatives.

17.2 The total aggregate liability of either Party of all claims arising in connection with this Agreement whether arising in contract or delict (or otherwise) shall be limited to the Contract Price.

18 FORCE MAJEURE

18.1 Neither Party shall have any claim against the other Party (the "Affected Party") for any delay or failure of the Affected Party to carry out any of its obligations under this Agreement arising from or attributable to any cause whatsoever beyond the control of the Affected Party ("*force majeure*").

18.2 The performance of the obligations of the Affected Party shall, be suspended for the duration of the *force majeure*. Upon cessation of the *force majeure*, this Agreement shall again become fully operative and the Affected Party shall immediately resume its performance.

18.3 If the suspension of performance continues for more than 30 (thirty) consecutive Business Days, then either Party may summarily terminate this Agreement by written notice to the other Party.

19 DISPUTE RESOLUTION

- 19.1 If any dispute or difference of any kind whatsoever arises between the Parties in connection with or arising out of this Agreement, the Parties shall make every effort to resolve amicably such dispute or difference by mutual consultation.
- 19.2 If, after all resolution mechanism as outlined in the SLA have failed to resolve their dispute or difference by such mutual consultation, then either Party may give notice to the other Party of its intention to commence with mediation. No mediation may be commenced without giving the other Party such notice.
- 19.3 The Parties shall, by agreement, appoint a third party to act as a mediator to mediate in the resolution of the dispute. If the Parties are not able to agree on the mediator within 5 (five) Business Days from the date on which a Party demanded mediation in writing, the mediator shall be selected by the Secretariat for the time being of the Arbitration Foundation of Southern Africa ("AFSA"), or any successor body thereto.
- 19.4 Mediation proceedings will be conducted in accordance with the mediation rules of procedure set by AFSA or as directed by the mediator.
- 19.5 The mediation will be held *in camera* and will be kept confidential by the Parties.
- 19.6 If such mediation fails to resolve the dispute, the dispute shall be finally resolved by a court of competent jurisdiction.
- 19.7 Notwithstanding any reference to mediation and/or court proceedings herein –
- 19.7.1 the Parties shall continue to perform their respective obligations under this Agreement unless they otherwise agree in writing; and
- 19.7.2 the Agency shall pay the Service Provider any monies due and owing to the Service Provider.
- 19.7.3 The provisions of clause 19 shall not preclude any Party from exercising its rights to access an appropriate Court of law for interim relief pending the outcome of the mediation.

20 PENALTIES

- 20.1 It is expressly recorded between the Parties that payment for the Services will not have limitations in the event that the Service Provider fails to satisfactorily perform any of its obligations in terms of this Agreement and the Service Level Agreement which must still be agreed to and entered into by the Parties. Implementation of this clause will be defined in the Service Level Agreement.
- 20.2 It is expressly recorded between the Parties that payment for the Services will not be impacted if it is recognised that failure to satisfactorily perform any of its obligations in terms of this Agreement is as a direct or indirect result of the Agency not fulfilling its obligations, provided that the Service Provider informed the Agency in writing of the area where the Agency is not fulfilling its obligation, hence impacting on the ability of the Service Provider to perform satisfactorily.

21 DOMICILIUM AND NOTICES

- 21.1 The Parties choose their respective domicilium addresses for all purposes hereunder at the addresses set out in clause 23 below.
- 21.2 A Party shall be entitled from time to time, by written notice to the other Party, to vary its *domicilium* address to any other address within the Republic of South Africa which is not a post office box or *poste restante*.
- 21.3 All notices given in terms of this Agreement shall be in writing and any notice given by a Party to another (the "**Addressee**") which –
- 21.3.1 is delivered by hand shall be deemed to have been received by the Addressee on the first Business Day after the date of delivery; and
 - 21.3.2 is posted by pre-paid registered post from an address within the Republic of South Africa to the Addressee at its domicilium address for the time being shall be deemed to have been received by the addressee on the 10th (tenth) Business Day after the date of such posting.
 - 21.3.3 If sent by fax to the Addressee on the 1st (first) Business Day following the date of sending thereof.



- 21.4 Notwithstanding anything to the contrary contained or implied in this Agreement, a written notice or communication actually received by the Addressee shall be adequate notice or communication to it.

22 GENERAL

- 22.1 This Agreement constitutes the entire agreement between the Parties with regard to the subject matter hereof.
- 22.2 No alteration or variation to, or consensual cancellation of this Agreement or clause 22.1 shall be of any force or effect, unless it is recorded in writing and signed by the Parties.
- 22.3 Nothing in this Agreement constitutes either Party as the agent, principal, representative or partner of the other, and no Party shall be entitled to hold out to any third party that the relationship between the Parties is that of a partnership, joint venture or the like.
- 22.4 No latitude, extension of time or other indulgence which may be given or allowed by a Party to the other Party in respect of the performance of any obligation hereunder or enforcement of any right arising from this Agreement and no single or partial exercise of any right by a Party shall under any circumstances be construed to be an implied consent by such Party or operate as a waiver or a novation of, or otherwise affect any of that Party's rights in terms of or arising from this Agreement or estop such Party from enforcing, at any time and without notice, strict and punctual compliance with each and every provision or term of this Agreement.
- 22.5 No Party may cede its rights and/or delegate its obligations under this Agreement without the prior written consent of the other Party which shall not be unreasonably withheld.
- 22.6 In the event that any of the terms of this Agreement are found to be invalid, unlawful or unenforceable, such terms will be severable from the remaining provisions, which shall remain of full force and effect. If any invalid term is capable of amendment to render it valid, the Parties agree to negotiate an amendment to remove the invalidity.

22.7 Neither Party shall for the duration of this Agreement, or for a period of 12 (twelve) calendar months following expiration, cancellation or termination, directly or indirectly solicit, offer employment to, or offer to contract with the Staff members of the other Party, unless negotiated by both Parties and by mutual agreement.

22.8 It is expressly rec~~ord~~^{ord}ed that SASSA under no circumstances will employ the employees of the Service Provider after the conclusion of the contract or in the event of the contract being terminated.

23 ADDRESSES

For the Agency: -

Office of the Chief Executive Officer (CEO)
SASSA House
501 Prodinsa Building Cnr Beatrix & Pretorius Street
Private Bag X 55662 Arcadia
Pretoria
0083

For the Service Provider: -
Azande Consulting CC
68 Montana, Rooitou Avenue
Weltevreden Park

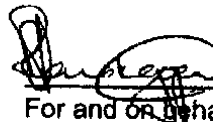
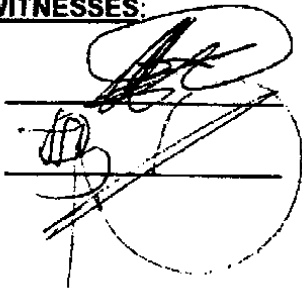
1709

SIGNED AT PRETORIA ON THIS THE 22 DAY OF JULY 2016.

AS WITNESSES:

1.

2.



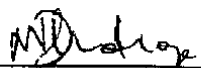
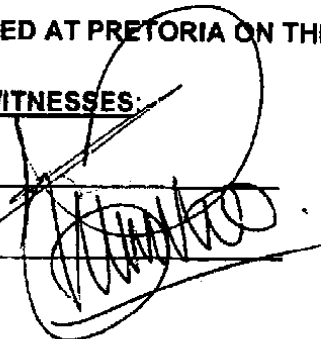
For and on behalf of: **THE AGENCY**
(duly authorised)

SIGNED AT PRETORIA ON THIS THE 22nd DAY OF JULY 2016.

AS WITNESSES:

1.

2.



For and on behalf of:
THE SERVICE PROVIDER
(duly authorised)

ACTION RESEARCH PROJECT

ICROP

SASSA:40/15/BT



Response to the request to provide action research through door to door services as part of the community outreach programme (ICROP)

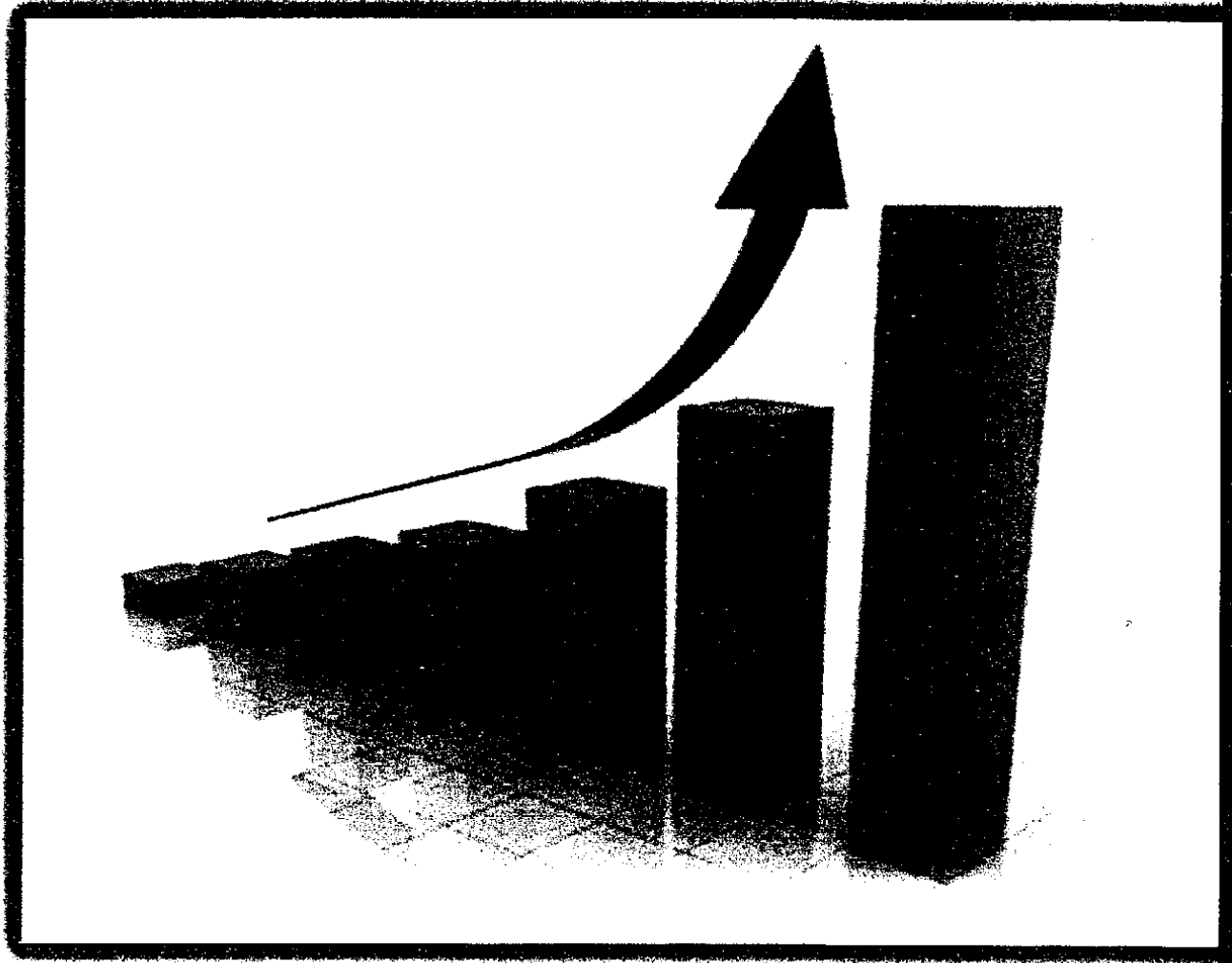


BID INDEX

Appendix 1	Returnable Bid Documents
Appendix 2	Cover Letter
Appendix 3	Company Registration Documents, ID of Directors and Company Background
Appendix 4	Schedule of Staff Available for services and CV's
Appendix 5	Previous Experience and References
Appendix 6	BEE Certificate
Appendix 7	Valid Original Tax Clearance Certificate
Appendix 8	Financial Information
Appendix 9	Service delivery plan and approach
Appendix 10	Our understanding of your requirements
Appendix 11	Our Project Management approach
Appendix 12	Schedule of Rates
Appendix 13	Key Assumptions
Appendix 14	Annexures

Appendix 1

Returnable Bid Documents





sassa

SOUTH AFRICAN SOCIAL SECURITY AGENCY

SASSA:40/15/BT

INVITATION TO BID

THE SOUTH AFRICAN SOCIAL SECURITY AGENCY HEREBY INVITES PROPOSALS FROM SERVICE PROVIDERS FOR PROVISION OF THE ACTION RESEARCH PROJECT THROUGH DOOR TO DOOR SERVICES TO BE PERFORMED AS PART OF THE INTEGRATED COMMUNITY OUTREACH PROGRAMME (ICROP) OF SASSA IN TARGETED AREAS FOR A PERIOD OF 3 YEARS IN NINE PROVINCES OF THE REPUBLIC OF SOUTH AFRICA.

A COMPULSORY BRIEFING SESSION WILL BE HELD AS FOLLOWS:

DATE : 10 FEBRUARY 2016
TIME : 10:00
**VENUE : SASSA HEAD OFFICE, 501 PRODINSA BUILDING
CNR STEVE BIKO (BEATRIX) & PRETORIOUS STREETS
ARCADIA, PRETORIA**

PROPOSALS MUST BE DEPOSITED IN THE BID BOX SITUATED AT:

**: SASSA HEAD OFFICE, GROUND FLOOR
501 PRODINSA BUILDING
CNR STEVE BIKO (BEATRIX) & PRETORIOUS STREETS
ARCADIA, PRETORIA**

CLOSING DATE : 23 FEBRUARY 2016
TIME : 11:00

SUPPLY CHAIN ENQUIRIES CAN BE DIRECTED TO:

CONTACT : MR ZWIDOFHELANGANI MULAUDZI
TEL : 012 400 2074

TECHNICAL ENQUIRIES CAN BE DIRECTED TO:

CONTACT : MR JOHN SKHOSANA
TEL : 012 400 2065

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South African Social Security Agency
Head Office

SASSA House • 501 Prodinsa Building Cnr Beatrix & Pretorius Street
Pretoria • Private Bag X55662 Arcadia • Pretoria 0083
Tel: +27 12 400 2000 •
www.sassa.gov.za

*paying the right social grant, to the right person,
at the right time and place. NJALO!*





SBD 1
INVITATION TO BID

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE SOUTH AFRICAN SOCIAL SECURITY AGENCY

BID NUMBER: SASSA: 40/15/BT

CLOSING DATE: 23 FEBRUARY 2016

CLOSING TIME: 11:00

DESCRIPTION: THE SOUTH AFRICAN SOCIAL SECURITY AGENCY HEREBY INVITES PROPOSALS FROM SERVICE PROVIDERS FOR PROVISION OF THE ACTION RESEARCH PROJECT THROUGH DOOR TO DOOR SERVICES TO BE PERFORMED AS PART OF THE INTEGRATED COMMUNITY OUTREACH PROGRAMME (ICROP) OF SASSA IN TARGETED AREAS FOR A PERIOD OF 3 YEARS IN NINE PROVINCES OF THE REPUBLIC OF SOUTH AFRICA.

The successful bidder will be required to fill in and sign a written Contract Form (SBD 7).

BID DOCUMENTS MAY BE POSTED TO: SASSA HOUSE, 501 PRODINSA BUILDING, CNR STEVE BIKO (FORMERLY BEATRIX)

OR

DEPOSITED IN THE BID BOX SITUATED AT: SASSA HOUSE, 501 PRODINSA BUILDING, CNR STEVE BIKO (FORMERLY BEATRIX)

Bidders should ensure that bids are delivered timeously to the correct address. If the bid is late, it will not be accepted for consideration.

The bid box is generally open 24 hours a day, 7 days a week.

ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS – (NOT TO BE RE-TYPED).

THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2011, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT

THE FOLLOWING PARTICULARS MUST BE FURNISHED
(FAILURE TO DO SO MAY RESULT IN YOUR BID BEING DISQUALIFIED)

NAME OF BIDDER

Idatha (Pty) Ltd

POSTAL ADDRESS

Postnet Suite 72, Private Bag x 4, Wierdapark 145

STREET ADDRESS

1306 Copperleaf Estate, Mnandi

TELEPHONE NUMBER

CODE 084 NUMBER 4475782

CELLPHONE NUMBER

0845005866

FACSIMILE NUMBER

CODE 086 NUMBER 6576765

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E-MAIL ADDRESS

jtswala@idatha.co.za | snaude@idatha.co.za

VAT REGISTRATION NUMBER In process

HAS AN ORIGINAL AND VALID TAX CLEARANCE CERTIFICATE BEEN SUBMITTED? (SBD 2)

YES or NO

HAS A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE BEEN SUBMITTED? (SBD 6.1)

YES or NO

IF YES, WHO WAS THE CERTIFICATE ISSUED BY?

AN ACCOUNTING OFFICER AS CONTEMPLATED IN THE CLOSE CORPORATION ACT (CCA) ✓

A VERIFICATION AGENCY ACCREDITED BY THE SOUTH AFRICAN ACCREDITATION SYSTEM (SANAS); OR

A REGISTERED AUDITOR

[TICK APPLICABLE BOX]

(A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE)

ARE YOU THE ACCREDITED REPRESENTATIVE SOUTH AFRICA FOR THE GOODS / SERVICES / WORKS OFFERED?

YES or NO

[IF YES ENCLOSE PROOF]

SIGNATURE OF BIDDER

DATE 22 February 2016

CAPACITY UNDER WHICH THIS BID IS SIGNED Director

TOTAL BID PRICE R102,280,334-95 TOTAL NUMBER OF ITEMS OFFERED 19

ANY ENQUIRIES REGARDING THE BIDDING PROCEDURE MAY BE DIRECTED TO:

Department: Supply Chain Management

Contact Person: Mr Zwidofhelangani Mulaudzi

Tel: 012 400 2074

Fax: N/A

E-mail address: ZwidofhelanganiM@sassa.gov.za

ANY ENQUIRIES REGARDING TECHNICAL INFORMATION MAY BE DIRECTED TO:

Contact Person: Mr. John Skhosana

Tel: 012 400-2065

Fax: N/A

E-mail: JohnS@sassa.gov.za

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TAX CLEARANCE CERTIFICATE REQUIREMENTS

It is a condition of bid that the taxes of the successful bidder must be in order, or that satisfactory arrangements have been made with South African Revenue Service (SARS) to meet the bidder's tax obligations.

- 1 In order to meet this requirement bidders are required to complete in full the attached form TCC 001 "Application for a Tax Clearance Certificate" and submit it to any SARS branch office nationally. The Tax Clearance Certificate Requirements are also applicable to foreign bidders / individuals who wish to submit bids.
- 2 SARS will then furnish the bidder with a Tax Clearance Certificate that will be valid for a period of 1 (one) year from the date of approval.
- 3 The original Tax Clearance Certificate must be submitted together with the bid. Failure to submit the original and valid Tax Clearance Certificate will result in the invalidation of the bid. Certified copies of the Tax Clearance Certificate will not be acceptable.
- 4 In bids where Consortia / Joint Ventures / Sub-contractors are involved, each party must submit a separate Tax Clearance Certificate.
- 5 Copies of the TCC 001 "Application for a Tax Clearance Certificate" form are available from any SARS branch office nationally or on the website www.sars.gov.za.
- 6 Applications for the Tax Clearance Certificates may also be made via eFiling. In order to use this provision, taxpayers will need to register with SARS as eFilers through the website www.sars.gov.za.



**PRICING SCHEDULE – FIRM PRICES
(PURCHASES)**

NOTE: ONLY FIRM PRICES WILL BE ACCEPTED. NON-FIRM PRICES (INCLUDING PRICES SUBJECT TO RATES OF EXCHANGE VARIATIONS) WILL NOT BE CONSIDERED

IN CASES WHERE DIFFERENT DELIVERY POINTS INFLUENCE THE PRICING, A SEPARATE PRICING SCHEDULE MUST BE SUBMITTED FOR EACH DELIVERY POINT

Name of bidder: <u>Idatha Pty Ltd</u>	Bid number: <u>SASSA: 40/15/BT</u>
Closing Time <u>11:00</u>	Closing date: <u>23 FEBRUARY 2016</u>

OFFER TO BE VALID FOR... 90... DAYS FROM THE CLOSING DATE OF BID.

ITEM NO.	QUANTITY	DESCRIPTION	BID PRICE IN RSA CURRENCY ** (ALL APPLICABLE TAXES INCLUDED)
-	Required by:		<u>N/A</u>
-	At:		<u>N/A</u>
-	Brand and model		<u>N/A</u>
-	Country of origin		<u>N/A</u>
-	Does the offer comply with the specification(s)?		<u>N/A</u> *YES/NO
-	If not to specification, indicate deviation(s)		<u>N/A</u>
-	Period required for delivery		<u>N/A</u> *Delivery: Firm/not firm
-	Delivery basis		<u>N/A</u>

Note: All delivery costs must be included in the bid price, for delivery at the prescribed destination.

** "all applicable taxes" includes value-added tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies.

*Delete if not applicable

SBD 4

DECLARATION OF INTEREST

1. Any legal person, including persons employed by the state¹, or persons having a kinship with persons employed by the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid (includes an advertised competitive bid, a limited bid, a proposal or written price quotation). In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons employed by the state, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority where-

- the bidder is employed by the state; and/or
- the legal person on whose behalf the bidding document is signed, has a relationship with persons/a person who are/is involved in the evaluation and or adjudication of the bid(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarant acts and persons who are involved with the evaluation and or adjudication of the bid.

2. **In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.**

2.1 Full Name of bidder or his or her representative: Joan Twala

2.2 Identity Number: 6709230281081

2.3 Position occupied in the Company (director, trustee, shareholder², member):
Director

2.4 Registration number of company, enterprise, close corporation, partnership agreement or trust:
2015/283589/01

2.5 Tax Reference Number: 9996823150

2.6 VAT Registration Number: In process

2.6.1 The names of all directors / trustees / shareholders / members, their individual identity numbers, tax reference numbers and, if applicable, employee / PERSAL numbers must be indicated in paragraph 3 below.

¹"State" means -

- (a) any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No. 1 of 1999);
- (b) any municipality or municipal entity;
- (c) provincial legislature;
- (d) national Assembly or the national Council of provinces; or

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the evaluation and or adjudication of this bid?

2.9.1 If so, furnish particulars.

.....
.....
.....

2.10 Are you, or any person connected with the bidder, aware of any relationship (family, friend, other) between any other bidder and any person employed by the state who may be involved with the evaluation and or adjudication of this bid?

YES/NO

2.10.1 If so, furnish particulars.

N/A.

.....
.....
.....

2.11 Do you or any of the directors / trustees / shareholders / members of the company have any interest in any other related companies whether or not they are bidding for this contract?

YES/NO

2.11.1 If so, furnish particulars:

.....
.....
.....

3 Full details of directors / trustees / members / shareholders.

Full Name	Identity Number	Personal Income Tax Reference Number	State Employee Number / Persal Number
Joan Twala	670923028108		
Sharon Naudé	7208060124080	00261014620	

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4 DECLARATION

I, THE UNDERSIGNED (NAME).....

CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 2 and 3 ABOVE IS CORRECT.
 I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME SHOULD THIS
 DECLARATION PROVE TO BE FALSE.

Signature..... 22 February 2016
 Date

Director.....
 Position
 Idatha Pty Ltd
 Name of bidder

November 2011

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SBD 6.1

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2011

This preference form must form part of all bids invited. It contains general information and serves as a claim form for preference points for Broad-Based Black Economic Empowerment (B-BBEE) Status Level of Contribution

NB: BEFORE COMPLETING THIS FORM, BIDDERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF B-BBEE, AS PRESCRIBED IN THE PREFERENTIAL PROCUREMENT REGULATIONS, 2011.

1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to all bids:

- the 80/20 system for requirements with a Rand value of up to R1 000 000 (all applicable taxes included); and
- the 90/10 system for requirements with a Rand value above R1 000 000 (all applicable taxes included).

1.2 The value of this bid is estimated to exceed/not exceed R1 000 000 (all applicable taxes included) and therefore the.....**90/10**.....system shall be applicable.

1.3 Preference points for this bid shall be awarded for:

- (a) Price; and
- (b) B-BBEE Status Level of Contribution.

1.3.1 The maximum points for this bid are allocated as follows:

	POINTS
1.3.1.1 PRICE 90.....
1.3.1.2 B-BBEE STATUS LEVEL OF CONTRIBUTION 10.....
Total points for Price and B-BBEE must not exceed	100

1.4 Failure on the part of a bidder to fill in and/or to sign this form and submit a B-BBEE Verification Certificate from a Verification Agency accredited by the South African Accreditation System (SANAS) or a Registered Auditor approved by the Independent Regulatory Board of Auditors (IRBA) or an Accounting Officer as contemplated in the Close Corporation Act (CCA) together with the bid, will be interpreted to mean that preference points for B-BBEE status level of contribution are not claimed.

1.5. The purchaser reserves the right to require of a bidder, either before a bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the purchaser.

2. DEFINITIONS

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- 2.1 **"all applicable taxes"** includes value-added tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies;
- 2.2 **"B-BBEE"** means broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act;
- 2.3 **"B-BBEE status level of contributor"** means the B-BBEE status received by a measured entity based on its overall performance using the relevant scorecard contained in the Codes of Good Practice on Black Economic Empowerment, issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;
- 2.4 **"bid"** means a written offer in a prescribed or stipulated form in response to an invitation by an organ of state for the provision of services, works or goods, through price quotations, advertised competitive bidding processes or proposals;
- 2.5 **"Broad-Based Black Economic Empowerment Act"** means the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003);
- 2.6 **"comparative price"** means the price after the factors of a non-firm price and all unconditional discounts that can be utilized have been taken into consideration;
- 2.7 **"consortium or joint venture"** 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;
- 2.8 **"contract"** means the agreement that results from the acceptance of a bid by an organ of state;
- 2.9 **"EME"** means any enterprise with an annual total revenue of R5 million or less .
- 2.10 **"Firm price"** means the price that is only subject to adjustments in accordance with the actual increase or decrease resulting from the change, imposition, or abolition of customs or excise duty and any other duty, levy, or tax, which, in terms of the law or regulation, is binding on the contractor and demonstrably has an influence on the price of any supplies, or the rendering costs of any service, for the execution of the contract;
- 2.11 **"functionality"** means the measurement according to predetermined norms, as set out in the bid documents, of a service or commodity that is designed to be practical and useful, working or operating, taking into account, among other factors, the quality, reliability, viability and durability of a service and the technical capacity and ability of a bidder;
- 2.12 **"non-firm prices"** means all prices other than "firm" prices;
- 2.13 **"person"** includes a juristic person;
- 2.14 **"rand value"** means the total estimated value of a contract in South African currency, calculated at the time of bid invitations, and includes all applicable taxes and excise duties;
- 2.15 **"sub-contract"** means the primary contractor's assigning, leasing, making out work to, or employing, another person to support such primary contractor in the execution of part of a project in terms of the contract;
- 2.16 **"total revenue"** bears the same meaning assigned to this expression in the Codes of Good Practice on Black Economic Empowerment, issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act and promulgated in the *Government Gazette* on 9 February 2007;

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- 2.17 "trust" means the arrangement through which the property of one person is made over or bequeathed to a trustee to administer such property for the benefit of another person; and
- 2.18 "trustee" means any person, including the founder of a trust, to whom property is bequeathed in order for such property to be administered for the benefit of another person.

3. ADJUDICATION USING A POINT SYSTEM

- 3.1 The bidder obtaining the highest number of total points will be awarded the contract.
- 3.2 Preference points shall be calculated after prices have been brought to a comparative basis taking into account all factors of non-firm prices and all unconditional discounts;
- 3.3 Points scored must be rounded off to the nearest 2 decimal places.
- 3.4 In the event that two or more bids have scored equal total points, the successful bid must be the one scoring the highest number of preference points for B-BBEE.
- 3.5 However, when functionality is part of the evaluation process and two or more bids have scored equal points including equal preference points for B-BBEE, the successful bid must be the one scoring the highest score for functionality.
- 3.6 Should two or more bids be equal in all respects, the award shall be decided by the drawing of lots.

4. POINTS AWARDED FOR PRICE

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

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

80/20 or 90/10

$$P_s = 80 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right) \quad \text{or} \quad P_s = 90 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

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

5. Points awarded for B-BBEE Status Level of Contribution

- 5.1 In terms of Regulation 5 (2) and 6 (2) of the Preferential Procurement Regulations, preference points must be awarded to a bidder for attaining the B-BBEE status level of contribution in accordance with the table below:

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B-BBEE Status Level of Contributor	Number of points (90/10 system)	Number of points (80/20 system)
1	10	20
2	9	18
3	8	16
4	5	12
5	4	8
6	3	6
7	2	4
8	1	2
Non-compliant contributor	0	0

- 5.2 Bidders who qualify as EMEs in terms of the B-BBEE Act must submit a certificate issued by an Accounting Officer as contemplated in the CCA or a Verification Agency accredited by SANAS or a Registered Auditor. Registered auditors do not need to meet the prerequisite for IRBA's approval for the purpose of conducting verification and issuing EMEs with B-BBEE Status Level Certificates.
- 5.3 Bidders other than EMEs must submit their original and valid B-BBEE status level verification certificate or a certified copy thereof, substantiating their B-BBEE rating issued by a Registered Auditor approved by IRBA or a Verification Agency accredited by SANAS.
- 5.4 A trust, consortium or joint venture, will qualify for points for their B-BBEE status level as a legal entity, provided that the entity submits their B-BBEE status level certificate.
- 5.5 A trust, consortium or joint venture will qualify for points for their B-BBEE status level as an unincorporated entity, provided that the entity submits their consolidated B-BBEE scorecard as if they were a group structure and that such a consolidated B-BBEE scorecard is prepared for every separate bid.
- 5.6 Tertiary institutions and public entities will be required to submit their B-BBEE status level certificates in terms of the specialized scorecard contained in the B-BBEE Codes of Good Practice.
- 5.7 A person will not be awarded points for B-BBEE status level if it is indicated in the bid documents that such a bidder intends sub-contracting more than 25% of the value of the contract to any other enterprise that does not qualify for at least the points that such a bidder qualifies for, unless the intended sub-contractor is an EME that has the capability and ability to execute the sub-contract.
- 5.8 A person awarded a contract may not sub-contract more than 25% of the value of the contract to any other enterprise that does not have an equal or higher B-BBEE status level than the person concerned, unless the contract is sub-contracted to an EME that has the capability and ability to execute the sub-contract.

6. BID DECLARATION

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6.1 Bidders who claim points in respect of B-BBEE Status Level of Contribution must complete the following:

7. B-BBEE STATUS LEVEL OF CONTRIBUTION CLAIMED IN TERMS OF PARAGRAPHS 1.3.1.2 AND 5.1

7.1 B-BBEE Status Level of Contribution: Level 4 = 5.....(maximum of 10 or 20 points)

(Points claimed in respect of paragraph 7.1 must be in accordance with the table reflected in paragraph 5.1 and must be substantiated by means of a B-BBEE certificate issued by a Verification Agency accredited by SANAS or a Registered Auditor approved by IRBA or an Accounting Officer as contemplated in the CCA).

8 SUB-CONTRACTING

8.1 Will any portion of the contract be sub-contracted? YES / NO (delete which is not applicable)

8.1.1 If yes, indicate:

- (i) what percentage of the contract will be subcontracted? 0 %
- (ii) the name of the sub-contractor? N/A
- (iii) the B-BBEE status level of the sub-contractor? N/A
- (iv) whether the sub-contractor is an EME? YES / NO (delete which is not applicable)

9 DECLARATION WITH REGARD TO COMPANY/FIRM

9.1 Name of company/firm Idatha Pty Ltd

9.2 VAT registration number In process

9.3 Company registration number 2015/283589/07

9.4 TYPE OF COMPANY/ FIRM

- Partnership/Joint Venture / Consortium
- One person business/sole propriety
- Close corporation
- Company

(Pty) Limited

[TICK APPLICABLE BOX]

9.5 DESCRIBE PRINCIPAL BUSINESS ACTIVITIES

..... Services - Consulting

9.6 COMPANY CLASSIFICATION

- Manufacturer
- Supplier
- Professional service provider
- Other service providers, e.g. transporter, etc.

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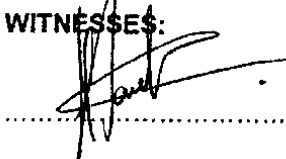
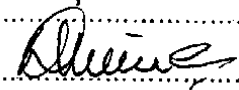
[TICK APPLICABLE BOX]

9.7 Total number of years the company/firm has been in business? ...1.....

9.8 I/we, the undersigned, who is / are duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the B-BBE status level of contribution indicated in paragraph 7 of the foregoing certificate, qualifies the company/ firm for the preference(s) shown and I / we acknowledge that:

- (i) The information furnished is true and correct;
- (ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form.
- (iii) In the event of a contract being awarded as a result of points claimed as shown in paragraph 7, the contractor may be required to furnish documentary proof to the satisfaction of the purchaser that the claims are correct;
- (iv) If the B-BBEE status level of contribution has been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the purchaser may, in addition to any other remedy it may have –
 - (a) disqualify the person from the bidding process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) restrict the bidder or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, from obtaining business from any organ of state for a period not exceeding 10 years, after the audi alteram partem (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution

WITNESSES:

- 1. 
.....
- 2. 
.....

SIGNATURE(S) OF BIDDER(S)

DATE: 22 February 2016

ADDRESS: Postnet Suite 72
 Private Bag X4
 Wierdapark, 0149

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DECLARATION OF BIDDER'S PAST SUPPLY CHAIN MANAGEMENT PRACTICES

- 1 This Standard Bidding Document must form part of all bids invited.
- 2 It serves as a declaration to be used by institutions in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse of the supply chain management system.
- 3 The bid of any bidder may be disregarded if that bidder, or any of its directors have-
 - a. abused the institution's supply chain management system;
 - b. committed fraud or any other improper conduct in relation to such system; or
 - c. failed to perform on any previous contract.
- 4 In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.

Item	Question	Yes	No
4.1	Is the bidder or any of its directors listed on the National Treasury's Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector? (Companies or persons who are listed on this Database were informed in writing of this restriction by the Accounting Officer/Authority of the institution that imposed the restriction after the <i>audi alteram partem</i> rule was applied). The Database of Restricted Suppliers now resides on the National Treasury's website (www.treasury.gov.za) and can be accessed by clicking on its link at the bottom of the home page.	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
4.1.1	If so, furnish particulars: N/A		
4.2	Is the bidder or any of its directors listed on the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)? The Register for Tender Defaulters can be accessed on the National Treasury's website (www.treasury.gov.za) by clicking on its link at the bottom of the home page.	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
4.2.1	If so, furnish particulars: N/A		

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4.3	Was the bidder or any of its directors convicted by a court of law (including a court outside of the Republic of South Africa) for fraud or corruption during the past five years?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
4.3.1	If so, furnish particulars: N/A.		
4.4	Was any contract between the bidder and any organ of state terminated during the past five years on account of failure to perform on or comply with the contract?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
4.4.1	If so, furnish particulars: N/A		

SBD 8

CERTIFICATION

I, THE UNDERSIGNED (FULL NAME).....Joan Twala.....
CERTIFY THAT THE INFORMATION FURNISHED ON THIS DECLARATION FORM IS TRUE AND CORRECT.

I ACCEPT THAT, IN ADDITION TO CANCELLATION OF A CONTRACT, ACTION MAY BE TAKEN AGAINST ME SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....
Signature

...22...February...2016
Date

.....Director.....
Position

.....Idatha Pty Ltd......
Name of Bidder

Js365bW

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SBD 9

CERTIFICATE OF INDEPENDENT BID DETERMINATION

- 1 This Standard Bidding Document (SBD) must form part of all bids¹ invited.
- 2 Section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, prohibits an agreement between, or concerted practice by, firms, or a decision by an association of firms, if it is between parties in a horizontal relationship and if it involves collusive bidding (or bid rigging).² Collusive bidding is a *pe se* prohibition meaning that it cannot be justified under any grounds.
- 3 Treasury Regulation 16A9 prescribes that accounting officers and accounting authorities must take all reasonable steps to prevent abuse of the supply chain management system and authorizes accounting officers and accounting authorities to:
 - a. disregard the bid of any bidder if that bidder, or any of its directors have abused the institution's supply chain management system and or committed fraud or any other improper conduct in relation to such system.
 - b. cancel a contract awarded to a supplier of goods and services if the supplier committed any corrupt or fraudulent act during the bidding process or the execution of that contract.
- 4 This SBD serves as a certificate of declaration that would be used by institutions to ensure that, when bids are considered, reasonable steps are taken to prevent any form of bid-rigging.
- 5 In order to give effect to the above, the attached Certificate of Bid Determination (SBD 9) must be completed and submitted with the bid:

¹ Includes price quotations, advertised competitive bids, limited bids and proposals.

² Bid rigging (or collusive bidding) occurs when businesses, that would otherwise be expected to compete, secretly conspire to raise prices or lower the quality of goods and / or services for purchasers who wish to acquire goods and / or services through a bidding process. Bid rigging is, therefore, an agreement between competitors not to compete.

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SBD 9

CERTIFICATE OF INDEPENDENT BID DETERMINATION

I, the undersigned, in submitting the accompanying bid:

SASSA: 40/15/BT - Provision of action research
 (Bid Number and Description) Project (ICROP)

in response to the invitation for the bid made by:

South African Social Security Network (SASSA)
 (Name of Institution)

do hereby make the following statements that I certify to be true and complete in every respect:

I certify, on behalf of: Idatha Pty Ltd. that:
 (Name of Bidder)

1. I have read and I understand the contents of this Certificate;
2. I understand that the accompanying bid will be disqualified if this Certificate is found not to be true and complete in every respect;
3. I am authorized by the bidder to sign this Certificate, and to submit the accompanying bid, on behalf of the bidder;
4. Each person whose signature appears on the accompanying bid has been authorized by the bidder to determine the terms of, and to sign the bid, on behalf of the bidder;
5. For the purposes of this Certificate and the accompanying bid, I understand that the word "competitor" shall include any individual or organization, other than the bidder, whether or not affiliated with the bidder, who:
 - (a) has been requested to submit a bid in response to this bid invitation;
 - (b) could potentially submit a bid in response to this bid invitation, based on their qualifications, abilities or experience; and
 - (c) provides the same goods and services as the bidder and/or is in the same line of business as the bidder

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SBD 9

6. 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 consortium³ will not be construed as collusive bidding.
7. In particular, without limiting the generality of paragraphs 6 above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:
 - (a) prices;
 - (b) geographical area where product or service will be rendered (market allocation)
 - (c) methods, factors or formulas used to calculate prices;
 - (d) the intention or decision to submit or not to submit, a bid;
 - (e) the submission of a bid which does not meet the specifications and conditions of the bid; or
 - (f) bidding with the intention not to win the bid.
8. In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications and conditions or delivery particulars of the products or services to which this bid invitation relates.
9. 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 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.

SBD 9

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10. 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.

.....
Signature

.....
Director
Position

22 February 2016
Date

Idatha Pty Ltd
Name of Bidder

Js914w 2

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THE NATIONAL TREASURY

Republic of South Africa



**GOVERNMENT PROCUREMENT:
GENERAL CONDITIONS OF CONTRACT**

July 2010

GOVERNMENT PROCUREMENT
GENERAL CONDITIONS OF CONTRACT
July 2010

NOTES

The purpose of this document is to:

- (i) Draw special attention to certain general conditions applicable to government bids, contracts and orders; and
- (ii) To ensure that clients be familiar with regard to the rights and obligations of all parties involved in doing business with government.

In this document words in the singular also mean in the plural and vice versa and words in the masculine also mean in the feminine and neuter.

- The General Conditions of Contract will form part of all bid documents and may not be amended.
- Special Conditions of Contract (SCC) relevant to a specific bid, should be compiled separately for every bid (if applicable) and will supplement the General Conditions of Contract. Whenever there is a conflict, the provisions in the SCC shall prevail.

TABLE OF CLAUSES

1. Definitions
2. Application
3. General
4. Standards
5. Use of contract documents and information; inspection
6. Patent rights
7. Performance security
8. Inspections, tests and analysis
9. Packing
10. Delivery and documents
11. Insurance
12. Transportation
13. Incidental services
14. Spare parts
15. Warranty
16. Payment
17. Prices
18. Contract amendments
19. Assignment
20. Subcontracts
21. Delays in the supplier's performance
22. Penalties
23. Termination for default
24. Dumping and countervailing duties
25. Force Majeure
26. Termination for insolvency
27. Settlement of disputes
28. Limitation of liability
29. Governing language
30. Applicable law
31. Notices
32. Taxes and duties
33. National Industrial Participation Programme (NIPP)
34. Prohibition of restrictive practices

General Conditions of Contract

1. Definitions

1. The following terms shall be interpreted as indicated:
 - 1.1 "Closing time" means the date and hour specified in the bidding documents for the receipt of bids.
 - 1.2 "Contract" means the written agreement entered into between the purchaser and the supplier, as recorded in the contract form signed by the parties, including all attachments and appendices thereto and all documents incorporated by reference therein.
 - 1.3 "Contract price" means the price payable to the supplier under the contract for the full and proper performance of his contractual obligations.
 - 1.4 "Corrupt practice" means the offering, giving, receiving, or soliciting of any thing of value to influence the action of a public official in the procurement process or in contract execution.
 - 1.5 "Countervailing duties" are imposed in cases where an enterprise abroad is subsidized by its government and encouraged to market its products internationally.
 - 1.6 "Country of origin" means the place where the goods were mined, grown or produced or from which the services are supplied. Goods are produced when, through manufacturing, processing or substantial and major assembly of components, a commercially recognized new product results that is substantially different in basic characteristics or in purpose or utility from its components.
 - 1.7 "Day" means calendar day.
 - 1.8 "Delivery" means delivery in compliance of the conditions of the contract or order.
 - 1.9 "Delivery ex stock" means immediate delivery directly from stock actually on hand.
 - 1.10 "Delivery into consignees store or to his site" means delivered and unloaded in the specified store or depot or on the specified site in compliance with the conditions of the contract or order, the supplier bearing all risks and charges involved until the supplies are so delivered and a valid receipt is obtained.
 - 1.11 "Dumping" occurs when a private enterprise abroad market its goods on own initiative in the RSA at lower prices than that of the country of origin and which have the potential to harm the local industries in the

RSA.

- 1.12 "Force majeure" means an event beyond the control of the supplier and not involving the supplier's fault or negligence and not foreseeable. Such events may include, but is not restricted to, acts of the purchaser in its sovereign capacity, wars or revolutions, fires, floods, epidemics, quarantine restrictions and freight embargoes.
- 1.13 "Fraudulent practice" means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of any bidder, and includes collusive practice among bidders (prior to or after bid submission) designed to establish bid prices at artificial non-competitive levels and to deprive the bidder of the benefits of free and open competition.
- 1.14 "GCC" means the General Conditions of Contract.
- 1.15 "Goods" means all of the equipment, machinery, and/or other materials that the supplier is required to supply to the purchaser under the contract.
- 1.16 "Imported content" means that portion of the bidding price represented by the cost of components, parts or materials which have been or are still to be imported (whether by the supplier or his subcontractors) and which costs are inclusive of the costs abroad, plus freight and other direct importation costs such as landing costs, dock dues, import duty, sales duty or other similar tax or duty at the South African place of entry as well as transportation and handling charges to the factory in the Republic where the supplies covered by the bid will be manufactured.
- 1.17 "Local content" means that portion of the bidding price which is not included in the imported content provided that local manufacture does take place.
- 1.18 "Manufacture" means the production of products in a factory using labour, materials, components and machinery and includes other related value-adding activities.
- 1.19 "Order" means an official written order issued for the supply of goods or works or the rendering of a service.
- 1.20 "Project site," where applicable, means the place indicated in bidding documents.
- 1.21 "Purchaser" means the organization purchasing the goods.
- 1.22 "Republic" means the Republic of South Africa.
- 1.23 "SCC" means the Special Conditions of Contract.
- 1.24 "Services" means those functional services ancillary to the supply of the goods, such as transportation and any other incidental services, such as installation, commissioning, provision of technical assistance, training, catering, gardening, security, maintenance and other such

obligations of the supplier covered under the contract.

1.25 "Written" or "in writing" means handwritten in ink or any form of electronic or mechanical writing.

2. Application

2.1 These general conditions are applicable to all bids, contracts and orders including bids for functional and professional services, sales, hiring, letting and the granting or acquiring of rights, but excluding immovable property, unless otherwise indicated in the bidding documents.

2.2 Where applicable, special conditions of contract are also laid down to cover specific supplies, services or works.

2.3 Where such special conditions of contract are in conflict with these general conditions, the special conditions shall apply.

3. General

3.1 Unless otherwise indicated in the bidding documents, the purchaser shall not be liable for any expense incurred in the preparation and submission of a bid. Where applicable a non-refundable fee for documents may be charged.

3.2 With certain exceptions, invitations to bid are only published in the Government Tender Bulletin. The Government Tender Bulletin may be obtained directly from the Government Printer, Private Bag X85, Pretoria 0001, or accessed electronically from www.treasury.gov.za

4. Standards

4.1 The goods supplied shall conform to the standards mentioned in the bidding documents and specifications.

5. Use of contract documents and information; inspection.

5.1 The supplier shall not, without the purchaser's prior written consent, disclose the contract, or any provision thereof, or any specification, plan, drawing, pattern, sample, or information furnished by or on behalf of the purchaser in connection therewith, to any person other than a person employed by the supplier in the performance of the contract. Disclosure to any such employed person shall be made in confidence and shall extend only so far as may be necessary for purposes of such performance.

5.2 The supplier shall not, without the purchaser's prior written consent, make use of any document or information mentioned in GCC clause 5.1 except for purposes of performing the contract.

5.3 Any document, other than the contract itself mentioned in GCC clause 5.1 shall remain the property of the purchaser and shall be returned (all copies) to the purchaser on completion of the supplier's performance under the contract if so required by the purchaser.

5.4 The supplier shall permit the purchaser to inspect the supplier's records relating to the performance of the supplier and to have them audited by auditors appointed by the purchaser, if so required by the purchaser.

6. Patent rights

6.1 The supplier shall indemnify the purchaser against all third-party claims of infringement of patent, trademark, or industrial design rights arising from use of the goods or any part thereof by the purchaser.

7. Performance security

- 7.1 Within thirty (30) days of receipt of the notification of contract award, the successful bidder shall furnish to the purchaser the performance security of the amount specified in SCC.
- 7.2 The proceeds of the performance security shall be payable to the purchaser as compensation for any loss resulting from the supplier's failure to complete his obligations under the contract.
- 7.3 The performance security shall be denominated in the currency of the contract, or in a freely convertible currency acceptable to the purchaser and shall be in one of the following forms:
 - (a) a bank guarantee or an irrevocable letter of credit issued by a reputable bank located in the purchaser's country or abroad, acceptable to the purchaser, in the form provided in the bidding documents or another form acceptable to the purchaser; or
 - (b) a cashier's or certified cheque
- 7.4 The performance security will be discharged by the purchaser and returned to the supplier not later than thirty (30) days following the date of completion of the supplier's performance obligations under the contract, including any warranty obligations, unless otherwise specified in SCC.

8. Inspections, tests and analyses

- 8.1 All pre-bidding testing will be for the account of the bidder.
- 8.2 If it is a bid condition that supplies to be produced or services to be rendered should at any stage during production or execution or on completion be subject to inspection, the premises of the bidder or contractor shall be open, at all reasonable hours, for inspection by a representative of the Department or an organization acting on behalf of the Department.
- 8.3 If there are no inspection requirements indicated in the bidding documents and no mention is made in the contract, but during the contract period it is decided that inspections shall be carried out, the purchaser shall itself make the necessary arrangements, including payment arrangements with the testing authority concerned.
- 8.4 If the inspections, tests and analyses referred to in clauses 8.2 and 8.3 show the supplies to be in accordance with the contract requirements, the cost of the inspections, tests and analyses shall be defrayed by the purchaser.
- 8.5 Where the supplies or services referred to in clauses 8.2 and 8.3 do not comply with the contract requirements, irrespective of whether such supplies or services are accepted or not, the cost in connection with these inspections, tests or analyses shall be defrayed by the supplier.
- 8.6 Supplies and services which are referred to in clauses 8.2 and 8.3 and which do not comply with the contract requirements may be rejected.
- 8.7 Any contract supplies may on or after delivery be inspected, tested or

analyzed and may be rejected if found not to comply with the requirements of the contract. Such rejected supplies shall be held at the cost and risk of the supplier who shall, when called upon, remove them immediately at his own cost and forthwith substitute them with supplies which do comply with the requirements of the contract. Failing such removal the rejected supplies shall be returned at the suppliers cost and risk. Should the supplier fail to provide the substitute supplies forthwith, the purchaser may, without giving the supplier further opportunity to substitute the rejected supplies, purchase such supplies as may be necessary at the expense of the supplier.

8.8 The provisions of clauses 8.4 to 8.7 shall not prejudice the right of the purchaser to cancel the contract on account of a breach of the conditions thereof, or to act in terms of Clause 23 of GCC.

9. Packing

9.1 The supplier shall provide such packing of the goods as is required to prevent their damage or deterioration during transit to their final destination, as indicated in the contract. The packing shall be sufficient to withstand, without limitation, rough handling during transit and exposure to extreme temperatures, salt and precipitation during transit, and open storage. Packing, case size and weights shall take into consideration, where appropriate, the remoteness of the goods' final destination and the absence of heavy handling facilities at all points in transit.

9.2 The packing, marking, and documentation within and outside the packages shall comply strictly with such special requirements as shall be expressly provided for in the contract, including additional requirements, if any, specified in SCC, and in any subsequent instructions ordered by the purchaser.

10. Delivery and documents

10.1 Delivery of the goods shall be made by the supplier in accordance with the terms specified in the contract. The details of shipping and/or other documents to be furnished by the supplier are specified in SCC.

10.2 Documents to be submitted by the supplier are specified in SCC.

11. Insurance

11.1 The goods supplied under the contract shall be fully insured in a freely convertible currency against loss or damage incidental to manufacture or acquisition, transportation, storage and delivery in the manner specified in the SCC.

12. Transportation

12.1 Should a price other than an all-inclusive delivered price be required, this shall be specified in the SCC.

13. Incidental services

13.1 The supplier may be required to provide any or all of the following services, including additional services, if any, specified in SCC:

- (a) performance or supervision of on-site assembly and/or commissioning of the supplied goods;
- (b) furnishing of tools required for assembly and/or maintenance of the supplied goods;
- (c) furnishing of a detailed operations and maintenance manual for each appropriate unit of the supplied goods;

- (d) performance or supervision or maintenance and/or repair of the supplied goods, for a period of time agreed by the parties, provided that this service shall not relieve the supplier of any warranty obligations under this contract; and
- (e) training of the purchaser's personnel, at the supplier's plant and/or on-site, in assembly, start-up, operation, maintenance, and/or repair of the supplied goods.

13.2 Prices charged by the supplier for incidental services, if not included in the contract price for the goods, shall be agreed upon in advance by the parties and shall not exceed the prevailing rates charged to other parties by the supplier for similar services.

14. Spare parts

14.1 As specified in SCC, the supplier may be required to provide any or all of the following materials, notifications, and information pertaining to spare parts manufactured or distributed by the supplier:

- (a) such spare parts as the purchaser may elect to purchase from the supplier, provided that this election shall not relieve the supplier of any warranty obligations under the contract; and
- (b) in the event of termination of production of the spare parts:
 - (i) Advance notification to the purchaser of the pending termination, in sufficient time to permit the purchaser to procure needed requirements; and
 - (ii) following such termination, furnishing at no cost to the purchaser, the blueprints, drawings, and specifications of the spare parts, if requested.

15. Warranty

15.1 The supplier warrants that the goods supplied under the contract are new, unused, of the most recent or current models, and that they incorporate all recent improvements in design and materials unless provided otherwise in the contract. The supplier further warrants that all goods supplied under this contract shall have no defect, arising from design, materials, or workmanship (except when the design and/or material is required by the purchaser's specifications) or from any act or omission of the supplier, that may develop under normal use of the supplied goods in the conditions prevailing in the country of final destination.

15.2 This warranty shall remain valid for twelve (12) months after the goods, or any portion thereof as the case may be, have been delivered to and accepted at the final destination indicated in the contract, or for eighteen (18) months after the date of shipment from the port or place of loading in the source country, whichever period concludes earlier, unless specified otherwise in SCC.

15.3 The purchaser shall promptly notify the supplier in writing of any claims arising under this warranty.

15.4 Upon receipt of such notice, the supplier shall, within the period specified in SCC and with all reasonable speed, repair or replace the defective goods or parts thereof, without costs to the purchaser.

15.5 If the supplier, having been notified, fails to remedy the defect(s) within the period specified in SCC, the purchaser may proceed to take

such remedial action as may be necessary, at the supplier's risk and expense and without prejudice to any other rights which the purchaser may have against the supplier under the contract.

- 16. Payment**
- 16.1 The method and conditions of payment to be made to the supplier under this contract shall be specified in SCC.
- 16.2 The supplier shall furnish the purchaser with an invoice accompanied by a copy of the delivery note and upon fulfillment of other obligations stipulated in the contract.
- 16.3 Payments shall be made promptly by the purchaser, but in no case later than thirty (30) days after submission of an invoice or claim by the supplier.
- 16.4 Payment will be made in Rand unless otherwise stipulated in SCC.
- 17. Prices**
- 17.1 Prices charged by the supplier for goods delivered and services performed under the contract shall not vary from the prices quoted by the supplier in his bid, with the exception of any price adjustments authorized in SCC or in the purchaser's request for bid validity extension, as the case may be.
- 18. Contract amendments**
- 18.1 No variation in or modification of the terms of the contract shall be made except by written amendment signed by the parties concerned.
- 19. Assignment**
- 19.1 The supplier shall not assign, in whole or in part, its obligations to perform under the contract, except with the purchaser's prior written consent.
- 20. Subcontracts**
- 20.1 The supplier shall notify the purchaser in writing of all subcontracts awarded under this contracts if not already specified in the bid. Such notification, in the original bid or later, shall not relieve the supplier from any liability or obligation under the contract.
- 21. Delays in the supplier's performance**
- 21.1 Delivery of the goods and performance of services shall be made by the supplier in accordance with the time schedule prescribed by the purchaser in the contract.
- 21.2 If at any time during performance of the contract, the supplier or its subcontractor(s) should encounter conditions impeding timely delivery of the goods and performance of services, the supplier shall promptly notify the purchaser in writing of the fact of the delay, its likely duration and its cause(s). As soon as practicable after receipt of the supplier's notice, the purchaser shall evaluate the situation and may at his discretion extend the supplier's time for performance, with or without the imposition of penalties, in which case the extension shall be ratified by the parties by amendment of contract.
- 21.3 No provision in a contract shall be deemed to prohibit the obtaining of supplies or services from a national department, provincial department, or a local authority.
- 21.4 The right is reserved to procure outside of the contract small quantities or to have minor essential services executed if an emergency arises, the

supplier's point of supply is not situated at or near the place where the supplies are required, or the supplier's services are not readily available.

21.5 Except as provided under GCC Clause 25, a delay by the supplier in the performance of its delivery obligations shall render the supplier liable to the imposition of penalties, pursuant to GCC Clause 22, unless an extension of time is agreed upon pursuant to GCC Clause 21.2 without the application of penalties.

21.6 Upon any delay beyond the delivery period in the case of a supplies contract, the purchaser shall, without canceling the contract, be entitled to purchase supplies of a similar quality and up to the same quantity in substitution of the goods not supplied in conformity with the contract and to return any goods delivered later at the supplier's expense and risk, or to cancel the contract and buy such goods as may be required to complete the contract and without prejudice to his other rights, be entitled to claim damages from the supplier.

22. Penalties

22.1 Subject to GCC Clause 25, if the supplier fails to deliver any or all of the goods or to perform the services within the period(s) specified in the contract, the purchaser shall, without prejudice to its other remedies under the contract, deduct from the contract price, as a penalty, a sum calculated on the delivered price of the delayed goods or unperformed services using the current prime interest rate calculated for each day of the delay until actual delivery or performance. The purchaser may also consider termination of the contract pursuant to GCC Clause 23.

23. Termination for default

23.1 The purchaser, without prejudice to any other remedy for breach of contract, by written notice of default sent to the supplier, may terminate this contract in whole or in part:

- (a) if the supplier fails to deliver any or all of the goods within the period(s) specified in the contract, or within any extension thereof granted by the purchaser pursuant to GCC Clause 21.2;
- (b) if the Supplier fails to perform any other obligation(s) under the contract; or
- (c) if the supplier, in the judgment of the purchaser, has engaged in corrupt or fraudulent practices in competing for or in executing the contract.

23.2 In the event the purchaser terminates the contract in whole or in part, the purchaser may procure, upon such terms and in such manner as it deems appropriate, goods, works or services similar to those undelivered, and the supplier shall be liable to the purchaser for any excess costs for such similar goods, works or services. However, the supplier shall continue performance of the contract to the extent not terminated.

23.3 Where the purchaser terminates the contract in whole or in part, the purchaser may decide to impose a restriction penalty on the supplier by prohibiting such supplier from doing business with the public sector for a period not exceeding 10 years.

23.4 If a purchaser intends imposing a restriction on a supplier or any

person associated with the supplier, the supplier will be allowed a time period of not more than fourteen (14) days to provide reasons why the envisaged restriction should not be imposed. Should the supplier fail to respond within the stipulated fourteen (14) days the purchaser may regard the intended penalty as not objected against and may impose it on the supplier.

- 23.5 Any restriction imposed on any person by the Accounting Officer / Authority will, at the discretion of the Accounting Officer / Authority, also be applicable to any other enterprise or any partner, manager, director or other person who wholly or partly exercises or exercised or may exercise control over the enterprise of the first-mentioned person, and with which enterprise or person the first-mentioned person, is or was in the opinion of the Accounting Officer / Authority actively associated.
- 23.6 If a restriction is imposed, the purchaser must, within five (5) working days of such imposition, furnish the National Treasury, with the following information:
- (i) the name and address of the supplier and / or person restricted by the purchaser;
 - (ii) the date of commencement of the restriction
 - (iii) the period of restriction; and
 - (iv) the reasons for the restriction.

These details will be loaded in the National Treasury's central database of suppliers or persons prohibited from doing business with the public sector.

- 23.7 If a court of law convicts a person of an offence as contemplated in sections 12 or 13 of the Prevention and Combating of Corrupt Activities Act, No. 12 of 2004, the court may also rule that such person's name be endorsed on the Register for Tender Defaulters. When a person's name has been endorsed on the Register, the person will be prohibited from doing business with the public sector for a period not less than five years and not more than 10 years. The National Treasury is empowered to determine the period of restriction and each case will be dealt with on its own merits. According to section 32 of the Act the Register must be open to the public. The Register can be perused on the National Treasury website.

**24. Anti-dumping
and countervailing
duties and rights**

- 24.1 When, after the date of bid, provisional payments are required, or anti-dumping or countervailing duties are imposed, or the amount of a provisional payment or anti-dumping or countervailing right is increased in respect of any dumped or subsidized import, the State is not liable for any amount so required or imposed, or for the amount of any such increase. When, after the said date, such a provisional payment is no longer required or any such anti-dumping or countervailing right is abolished, or where the amount of such provisional payment or any such right is reduced, any such favourable difference shall on demand be paid forthwith by the contractor to the State or the State may deduct such amounts from moneys (if any) which may otherwise be due to the contractor in regard to supplies or services which he delivered or rendered, or is to deliver or render in terms of the contract or any other contract or any other amount which

may be due to him

25. Force Majeure

- 25.1 Notwithstanding the provisions of GCC Clauses 22 and 23, the supplier shall not be liable for forfeiture of its performance security, damages, or termination for default if and to the extent that his delay in performance or other failure to perform his obligations under the contract is the result of an event of force majeure.
- 25.2 If a force majeure situation arises, the supplier shall promptly notify the purchaser in writing of such condition and the cause thereof. Unless otherwise directed by the purchaser in writing, the supplier shall continue to perform its obligations under the contract as far as is reasonably practical, and shall seek all reasonable alternative means for performance not prevented by the force majeure event.

26. Termination for insolvency

- 26.1 The purchaser may at any time terminate the contract by giving written notice to the supplier if the supplier becomes bankrupt or otherwise insolvent. In this event, termination will be without compensation to the supplier, provided that such termination will not prejudice or affect any right of action or remedy which has accrued or will accrue thereafter to the purchaser.

27. Settlement of Disputes

- 27.1 If any dispute or difference of any kind whatsoever arises between the purchaser and the supplier in connection with or arising out of the contract, the parties shall make every effort to resolve amicably such dispute or difference by mutual consultation.
- 27.2 If, after thirty (30) days, the parties have failed to resolve their dispute or difference by such mutual consultation, then either the purchaser or the supplier may give notice to the other party of his intention to commence with mediation. No mediation in respect of this matter may be commenced unless such notice is given to the other party.
- 27.3 Should it not be possible to settle a dispute by means of mediation, it may be settled in a South African court of law.
- 27.4 Mediation proceedings shall be conducted in accordance with the rules of procedure specified in the SCC.
- 27.5 Notwithstanding any reference to mediation and/or court proceedings herein,
- (a) the parties shall continue to perform their respective obligations under the contract unless they otherwise agree; and
 - (b) the purchaser shall pay the supplier any monies due the supplier.

28. Limitation of liability

- 28.1 Except in cases of criminal negligence or willful misconduct, and in the case of infringement pursuant to Clause 6;
- (a) the supplier shall not be liable to the purchaser, whether in contract, tort, or otherwise, for any indirect or consequential loss or damage, loss of use, loss of production, or loss of profits or interest costs, provided that this exclusion shall not apply to any obligation of the supplier to pay penalties and/or damages to the purchaser; and

(b) the aggregate liability of the supplier to the purchaser, whether under the contract, in tort or otherwise, shall not exceed the total contract price, provided that this limitation shall not apply to the cost of repairing or replacing defective equipment.

- 29. Governing language** 29.1 The contract shall be written in English. All correspondence and other documents pertaining to the contract that is exchanged by the parties shall also be written in English.
- 30. Applicable law** 30.1 The contract shall be interpreted in accordance with South African laws, unless otherwise specified in SCC.
- 31. Notices** 31.1 Every written acceptance of a bid shall be posted to the supplier concerned by registered or certified mail and any other notice to him shall be posted by ordinary mail to the address furnished in his bid or to the address notified later by him in writing and such posting shall be deemed to be proper service of such notice
- 31.2 The time mentioned in the contract documents for performing any act after such aforesaid notice has been given, shall be reckoned from the date of posting of such notice.
- 32. Taxes and duties** 32.1 A foreign supplier shall be entirely responsible for all taxes, stamp duties, license fees, and other such levies imposed outside the purchaser's country.
- 32.2 A local supplier shall be entirely responsible for all taxes, duties, license fees, etc., incurred until delivery of the contracted goods to the purchaser.
- 32.3 No contract shall be concluded with any bidder whose tax matters are not in order. Prior to the award of a bid the Department must be in possession of a tax clearance certificate, submitted by the bidder. This certificate must be an original issued by the South African Revenue Services.
- 33. National Industrial Participation (NIP) Programme** 33.1 The NIP Programme administered by the Department of Trade and Industry shall be applicable to all contracts that are subject to the NIP obligation.
- 34 Prohibition of Restrictive practices** 34.1 In terms of section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, an agreement between, or concerted practice by, firms, or a decision by an association of firms, is prohibited if it is between parties in a horizontal relationship and if a bidder (s) is / are or a contractor(s) was / were involved in collusive bidding (or bid rigging).
- 34.2 If a bidder(s) or contractor(s), based on reasonable grounds or evidence obtained by the purchaser, has / have engaged in the restrictive practice referred to above, the purchaser may refer the matter to the Competition Commission for investigation and possible imposition of administrative penalties as contemplated in the Competition Act No. 89 of 1998.

- 34.3 If a bidder(s) or contractor(s), has / have been found guilty by the Competition Commission of the restrictive practice referred to above, the purchaser may, in addition and without prejudice to any other remedy provided for, invalidate the bid(s) for such item(s) offered, and / or terminate the contract in whole or part, and / or restrict the bidder(s) or contractor(s) from conducting business with the public sector for a period not exceeding ten (10) years and / or claim damages from the bidder(s) or contractor(s) concerned.

Js General Conditions of Contract (revised July 2010)

1. INTRODUCTION

The South African Social Security Agency (SASSA) has been established in terms of the South African Social Security Agency Act, 2004 (Act No.9 of 2004). SASSA is a schedule 3A public entity in terms of the Public Finance Management Act 1999 (Act No. 1 of 1999, as amended), and is responsible for the management, administration and payment of social assistance.

In creating a citizen-centred service, SASSA entrenches the Batho Pele Framework as outlined in the White Paper on Transforming the Public Service. Part of the initiatives to enhance the provisions of this framework, SASSA is implementing the Integrated Community Registration Outreach Programme (ICROP) and promoting its service standards as outlined in the SASSA Service Charter.

SASSA intends to invite interested parties to forward their proposals to be appointed as service providers to conduct action research, using Door-to-Door surveys as a mechanism to obtain citizen input at local municipal level. The results of the surveys need to inform SASSA's initiatives in improving Service Delivery.

2. PURPOSE

The purpose of the Terms of Reference is to provide guidance to service providers who will respond to SASSA's call for Service Providers to conduct the action research. SASSA seeks to appoint **one or more** Service Providers that will perform this role in the nine (9) provinces for a period of three (3) years from the date of appointment.

3. OBJECTIVES

This document serves to request suitably qualified service providers that will ensure that SASSA achieves the following outcomes by conducting the Door-to-Door survey:

- (i) Assess service delivery bottlenecks experienced by citizens in the targeted wards/communities that create challenges to access social assistance services.
- (ii) To determine issues and/or factors that result in *exclusion* of services, e.g. as per the UN CSG Exclusion Research findings, lack of knowledge about SASSA products and services, i.e. Care Dependency-, Grant-in-Aid and Social Relief of Distress, to assist with the integrated planning of services
- (iii) Assess the level of *satisfaction with services* rendered by SASSA to inform planning and decision-making regarding its service delivery reform agenda.
- (iv) To receive feedback from citizens on how SASSA should improve service delivery in the identified wards. Furthermore, feedback received will be used to benefits even wards not targeted.

4. BACKGROUND

The National Development Plan (NDP) as the government enabling strategic agenda, places the responsibility on service delivery agencies like SASSA to promote active community participation to deal with challenges in reducing poverty and inequality in a collaborative and holistic manner.

SASSA also plans to celebrate its ten years of existence and this will be done through active public participation with its clientele to get their perspective on SASSA services.

In order to provide the scientific base of its relevance, SASSA through this action research intends to engage through interaction with communities living in the 1300 targeted poorest wards in 27 municipal districts in the Republic of South Africa. SASSA further seeks to establish the public opinion regarding its availability (footprint) and quality of services rendered in the targeted areas. This research needs to be done by an independent and objective service provider (s), hence the request for submission of proposals.

During the 2015/16, 2016/17 and 2017/18 performance years SASSA is targeting 1540 wards respectively divided among the nine (9) provinces as follows:

PROVINCE	TARGETED WARDS 2015/16	TARGETED WARDS 2016/17	TARGETED WARDS 2017/18
Eastern Cape	55	65	75
Free State	40	50	58
Gauteng	39	47	55
Kwazulu Natal	100	120	130
Limpopo	34	44	52
Mpumalanga	40	50	60
Northern Cape	40	50	60
North West	35	44	52
Western Cape	40	50	58
TOTAL	420	520	600

5. SCOPE AND EXTENT OF WORK

- To conduct household Door-to-Door surveys and household profiling within the identified wards
- Consolidate the findings and develop comprehensive report for SASSA
- Coordinate small-scale ICROP services as and when required to do so

The potential service providers are expected to:

- 5.1. Develop and Implement a **project plan** to conduct assessment , with a minimum of 70% households within municipal wards, as per annual target set out in the Table above in Paragraph four (4)
- 5.2. Identify the Project Manager who must have the minimum experience of 3 to 5 years in a work of similar nature and should be supported by three contactable lists of references.
- 5.3. Ensure that the Human Resources and/or assessors who will be appointed must resides in the respective targeted municipal wards to enable access to job opportunities for purposes of local economic development.
- 5.4. Ensure that there is a dedicated Principal Project Manager and the on-site Project Co-ordinator during implementation, at any of the Door-to-Door programme. The Physical and Postal addresses as well as Contact Details of these persons must be confirmed.
- 5.5. Recruited, trained, managed and remunerated the Youth Workers to administer the surveys
- 5.6. Capture, consolidate and provide an analyzed survey and house hold profiling report.

6. REQUIREMENTS

6.1. Submission of Proposal

The **proposal** must include the following **mandatory requirements** and failure to comply with this will disqualify the bid:

- 6.1.1. Clearly state the project approach, methodology and plan of action, inclusive of logistics Management for the execution of the contract which includes the following:
 - i. Detailed programme of how the Door-to-Door survey will be structured per annum for the duration of 3 years with a detailed project plan, (to include number of staff to conduct surveys per ward) with clear time frames.
 - ii. Three contactable lists of references, supporting that a work of similar nature was undertaken in the past. Reference letters must include contracting period, number and value of projects undertaken and contact person.
 - iii. Itemised cost breakdown for the entire project for the envisaged 3-year contract period
 - iv. Project-related risk plan, assumptions and mitigation actions

- v. Skills transfer plan with specified deliverables for the youth that will be employed as per table below:

ACTIVITIES	SKILLS	SERVICE PROVIDER ACTIVITIES
Door-to-Door surveys	Inter-personal	<ul style="list-style-type: none"> • Ability to engage with the public • Etiquette in dealing with the public • Basic deportment
	Interviewing	<ul style="list-style-type: none"> • Ability to administer the household survey
	Communication	<ul style="list-style-type: none"> • Ability to communicate effectively
	Administer surveys, capture, analyse and consolidate household survey findings	<ul style="list-style-type: none"> • Provide Training to conduct households profiling • Develop data capturing skill • Develop analytical thinking • Ability to write business reports

- vi. Provision of monthly reports based on status quo updates, consolidated quarterly reports, consolidated comprehensive, integrated annual reports and a consolidated, comprehensive integrated final report covering the 3 year performance.

7. CONTRACT MANAGEMENT RESPONSIBILITIES

7.1. Responsibilities of the Service Provider/s

The service provider/s will be responsible for the following:

- Confirm logistics regarding the roll-out of the implementation plan at least four (4) weeks before commencement of the Door-to-Door survey;
- Implement a training and development programme with prior approval by SASSA for the appointed youth from the respective communities;
- Keep an electronic data base of all captured questionnaires and related information;
- Design and implement a credible reporting system to keep SASSA informed of progressive realization of the stated outcomes, which includes but not limited to the following:

- Maintain and submit an Issue Log on a weekly basis of incidences and recommendations during the implementation of the project;
- Provide monthly Consolidated Report on Door-to-Door findings. These reports must be discussed with SASSA delegated employee before submission to the CEO for approval. Such reports regarded as valid only after approval has been granted.
- Permit access to designated SASSA employee to observe and evaluate the proceedings during implementation of the project.
- Project implementation must be done in an effective and efficient manner within the agreed timeframes
- Provide SASSA with all documents related to the project anytime on receipt of such a request from SASSA.

7.2. Responsibilities of SASSA

SASSA will be responsible for the following:

- Enter into a Service Level Agreement (SLA) with the successful bidder
- Manage the SLA in a professional manner (Project Manager: Customer Services)
- Monitor the services in line with the SLA and specifications provided and revoke penalty clause if any non-compliance is detected
- Provide any successful bidder with a list of targeted wards in each region
- Utilize services of a Service Provider residing in a particular Region not unless a particular region experience challenges on the availability of a service provider in a region or due to high charges.
- Provide appropriate information as and when required by the service provider to fulfill their duties
- Not accept any responsibility for damages and loss suffered by the service provider or their staff for the duration of the contract
- Not accept any responsibility for accounts/expenses incurred by the service provider that was not mutually agreed upon by the contracting parties
- Impose a penalty fee if the deliverables are not met as outlined in the project plan
- Facilitate the stakeholder consultation with the appointed service provider
- Manage, monitor and approve plans and reports developed by Service Provider.

8. PROPRIETARY RIGHT

- 8.1. SASSA shall become the owner of all information, documents, advice and reports collected and compiled by the service provider to be appointed
- 8.2. The copyrights of all documents and reports compiled by the service provider will be vested with SASSA and may not be reproduced, distributed or made available without the written consent and approval of SASSA

- 8.3. All information, documents and reports must be regarded as confidential until made public by SASSA

9. TIME FRAME OF THE PROJECT

The successful bidder will be expected to enter into a Service Level Agreement with SASSA for a period of thirty six months (3 years) effective from date of inception. All work is to be carried out in accordance with the time schedule as agreed upon with the SASSA Project Manager.

10. COMPULSORY BRIEFING SESSION

- All Bidders will be required to attend compulsory briefing session, as per SASSA's invitation to bid. A briefing session will be arranged to clarify the Terms of Reference in more detail.
- Bidders may be invited to make presentations of their proposals as and when required.

11. BID PROPOSAL

The bid will be requested and evaluated using existing tools in line with the PFMA and Supply Chain Management (SCM) principles and policies

12. EVALUATION

The bid proposals shall be evaluated in accordance with the 90/10 principle. The evaluation shall be conducted as follows:

STAGE 1 EVALUATION

Phase One: Administrative Responsiveness
Phase Two: Functionality Criteria

STAGE 2 EVALUATION

Price and Preference Points

12.1. Evaluation Criteria

- Phase One: Administrative Compliance

Mandatory Documents:

- ✓ Original and valid Tax Clearance Certificate;
- ✓ Certified Copy of Proof of Registration with CIPC (Previously known as CIPRO);
- ✓ ID Copies of Company Directors (date of certification must not be older than 3 months);

TERMS OF REFERENCE FOR APPOINTMENT OF ONE OR MORE SERVICE PROVIDERS FOR THE PROVISION OF ACTION RESEARCH THROUGH
DOOR-TO-DOOR SERVICES FOR Three (3 year) PERIOD

- ✓ Standard Bid Documents (SBD) forms

NB: Failure to submit the above required documentation may result in your proposal being disqualified.

- **Phase Two: Functionality Criteria**

12.2. The service providers will be evaluated for functionality as stipulated in this Terms of Reference. Only service providers who score a minimum of 60% for functionality will proceed to be further evaluated on Price and Preference.

(Points system allocated difficult to assess. Following Changes proposed)

Values 1- Poor 2-Average 3-Good 4- Very Good 5-Excellent

EVALUATION CRITERIA	WEIGHT
<ul style="list-style-type: none"> • Knowledge, Experience and Capacity of the Company in the provision of community-based action Research. The bidder must submit a list of all completed projects in the last two (2) financial years. The Name and Contact Details of the companies/organisations who used the service must be provided inclusive of the monetary value of each programme implemented. The SASSA reserves the right to contact the references. <p>1.1 Number of projects conducted in a services specified in the bid shall be allocated values as follows:</p> <p>Values: 1-Poor 2- Average 3-Good 4- Very Good 5- Excellent</p> <ul style="list-style-type: none"> (a) 1-2 Projects=1 (b) 3-4 Projects =2 (c) 5-6 Projects =3 (d) 7-8 Projects =4 (e) Above 9 Projects =5 	<p>30</p>

TERMS OF REFERENCE FOR APPOINTMENT OF ONE OR MORE SERVICE PROVIDERS FOR THE PROVISION OF ACTION RESEARCH THROUGH
DOOR-TO-DOOR SERVICES FOR Three (3 year) PERIOD

EVALUATION CRITERIA	WEIGHT
<p>Values: 1-Poor 2- Average 3-Good 4- Very Good 5- Excellent</p> <ul style="list-style-type: none"> ▪ R 500 001 = 1 Point ▪ R1 000 001 = 2 points ▪ R2 000 001 = 3 points ▪ R3 000 001 = 4 points ▪ R4 000 001 = 5 points 	10
<p>Values: 1-Poor 2- Average 3-Good 4- Very Good 5- Excellent</p> <p>Number of Community-based <u>Research/assessment Programmes</u> during the <u>last two years</u></p> <ul style="list-style-type: none"> ▪ 1 programmes = 1 point ▪ 2 programmes = 2 points ▪ 3 Programmes = 3 points ▪ 4 programmes = 4 points ▪ 5 programmes and above = 5 points 	10
<ul style="list-style-type: none"> • Quality of the methodology <p>Project approach with reference to <u>Implementation Plan</u> regarding:</p> <ul style="list-style-type: none"> ✓ Programme prioritization ✓ work activity breakdown 	30
<ul style="list-style-type: none"> • Skills Transfer Plan <ul style="list-style-type: none"> ✓ Detailed plan for Youth workers 	20
TOTAL	100

TERMS OF REFERENCE FOR APPOINTMENT OF ONE OR MORE SERVICE PROVIDERS FOR THE PROVISION OF ACTION RESEARCH THROUGH
DOOR-TO-DOOR SERVICES FOR Three (3 year) PERIOD

Non-compliant contributor	0
---------------------------	---

NB:

Bidders must submit a BBBEE Verification Certificate from Verification Agency accredited by the South African Accreditation System (SANAS) or a registered Auditor approved by the Independent Regulatory Board of Auditors (IRBA) or an Accounting Officer as contemplated in the Close Corporation Act (CCA) together with the proposal.

Failure to submit a certificate from accredited verification agency substantiating the BBBEE status level of contribution or is a non-compliant contributor, such bidder shall score 0 points out of the allocated maximum points for B-BBEE

Price and B-BBEE Status level of contribution	
CRITERIA	WEIGHT
Price (Project cost)	90
B-BBEE Status level contributor	10
Total	100

13. SPECIAL CONDITIONS

13.1. The Bidder will be expected to formally hand over completed task/work when contract period expires to the Customer Care Unit of the Agency.

13.2. The Project Manager must sign off on the project deliverables before submitting the invoices for services rendered.

13.3. Upon completion of each and every Door-to-Door assessment per targeted ward the Bidder will forward an invoice, and SASSA will pay within thirty working days after receipt of the invoice.

13.4. Bidders must be prepared to work at rates not exceeding those prescribed by the office of the Auditor-General or the Department of Public Service and Administration (DPSA).

TERMS OF REFERENCE FOR APPOINTMENT OF ONE OR MORE SERVICE PROVIDERS FOR THE PROVISION OF ACTION RESEARCH THROUGH DOOR-TO-DOOR SERVICES FOR Three (3 year) PERIOD

13.5. A service level agreement shall be signed with the successful bidder prior to the commencement of service.

13.6. The Bidder must preferably be a single legal entity with all other necessary expertise secured via sub-contract, or under a joint venture arrangement. SASSA will enter into a single contract with a single firm for the delivery of the work set out in these Terms of Reference.

14. ADDITIONAL INFORMATION ON BID PROPOSAL

14.1. SASSA will not be held responsible for any costs incurred by the bidder in the preparation and submission of the bids.

14.2. In so far as possible, provide a comprehensive budget showing the charge out rates of all the staff to be involved in the project, including the following but to limited to the budget items below: (Detailed costing schedule attached as Annexure A)

ITEM	Cost 3Year	Service Costs	Additional costs	Total Cost
Professional Services				
Project manager@ Level 12 for 3 years	R1,518,704	397 200-00	436 123-73	2352028-73
Project Coordinators @ Level 7 for 3 years	R3, 974,670	-	1003360-18	11,008310-18
Youth Workers @ stipend of R3000 per person	R48, 000 000	2302700-80	22911,33-00	58594133-80
Subtotal	R53, 493, 375	2699900-80	1276196-91	74954432-71
Training				
Pack of training manual and stationery 510 packs	93786-00	-	-	93786-00
Training Venue 20 days/ 30 people per day	53900-00	-	-	53900-00
Transport for training (Rate per Km/ (AA rates)	232309-00	-	-	232,309-00
Catering (20 days for 510 people) one session a day	134750-00	-	-	134750-00
Subtotal	514745-00	-	-	514745-00
Branding				
Uniform (Golf shirts and Caps)510	102000-00	-	-	102000-00
Bags 510 people	102000-00	-	-	102000-00
Administration of questionnaire (e.g completion, printing ect.) 1 300 000,00 per year	4446000-00	-	-	4446000-00
Subtotal	4650000-00	-	-	4650000-00
Transport and Lunch				
Transportation of youth workers to the wards, for data collection (Rate per Km/ (AA rates)	11926649-24	-	-	11926649-24
Lunch Pack (1 lunch pack, 340ml juice, 500ml water, sandwich) for 510 people	5806350-00	-	-	5806350-00
Mini ICROP with venue for 1000 people (Annexure A)	4428118-00	-	-	4428118-00
TOTAL	86819237-24	2899900-80	1276196-91	102280334-95

← Please also refer to Appendix 13.

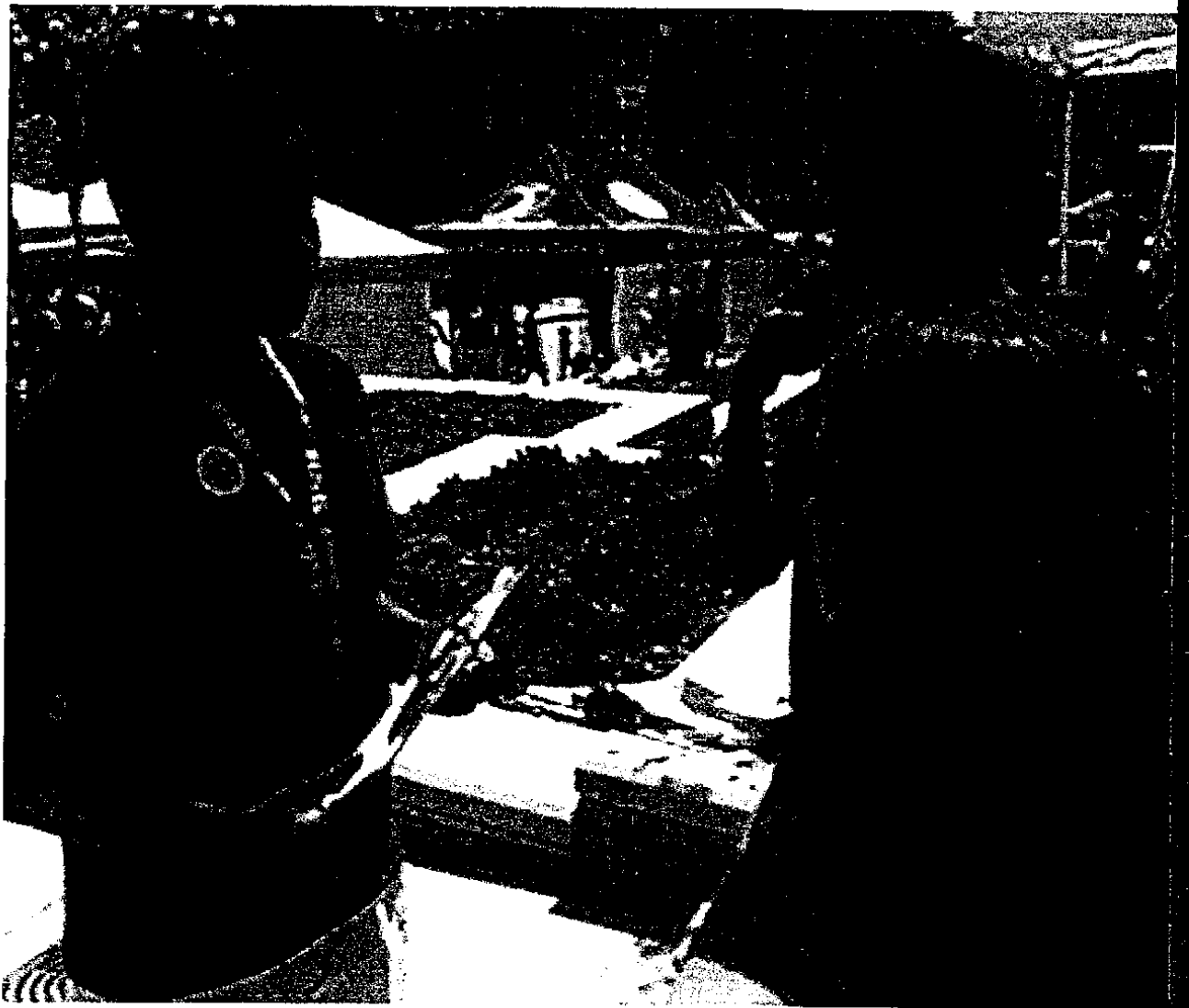
14.3. SASSA reserves the right not to award any of the bids and not to award the contract to the lowest bidding price as well as to renegotiate the bid of the successful bidder.

14.4. Traveling and Accommodation costs and time spent or incurred between home and office of appointed service provider and any appointed staff *will not* be for the account of **SASSA** during the contract period.

15. OTHER CONDITIONS

- 15.1. Bidders are requested to separate financial proposal from technical proposal (Two envelope system)
- 15.2. The Appointment of the bidder will be subject to positive Security screening results by the State Security Agency
- 15.3. The successful bidder will sign a confidential agreement regarding the protection of South African Social Security Agency (SASSA) information that is not in the public domain
- 15.4. The Agency reserves the right not to accept the lowest bid.
- 15.5. The Agency reserves the right to return late bid submissions unopened.
- 15.6. The Agency reserves the right to cancel or not to award the bid to any bidders.
- 15.7. The price must be all inclusive of all variable costs including travelling and accommodation, and any other related costs
- 15.8. Any patents or copyright developed from this project will belong to the Agency.
- 15.9. The General Conditions of contract as per Treasury Regulations will apply (the copy of the General Conditions of Contract is available on the Treasury website (www.treasury.gov.za). Foreign firms providing proposal must become familiar with local conditions and laws and take it into account in preparing their proposals

Appendix 2: COVER LETTER





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16 February 2016

Tender Box
SASSA Head Office
Ground Floor, 501 Prodinsa Building, Cnr Steve Biko & Pretorius Streets
Arcardia, Pretoria

Dear Tender Management Office

Proposal SASSA: 40/15/BT – Appointment of a service provider for the provision of the action research project through door to door services as part of the integrated community outreach programme (ICROP) of SASSA.

Thank you for affording Idatha the opportunity to submit our proposal for the service provision of an action research project through door to door services. We appreciate the opportunity and are excited about the possibility to establish a relationship of trust with SASSA, as you embark on this outreach programme.

Our proposal demonstrates why Idatha is best placed to provide you with a value proposition that addresses your needs. Our value proposition is simple and direct. We will partner with you to perform an outreach programme that will uplift skills within the community and also create employment for 510 workers. Our response sets out how we will approach the engagement including our project plan, the tools and technologies we can utilise to increase the efficiency and effectiveness of the engagement. We have also reflected our extensive experience and capabilities relating to project management and the ability to deal with such project on this large scale.

We believe that our team together with our process, tools and expertise will provide SASSA with the required team to obtain the required outcome of this project. We trust that our document meets with your requirements and demonstrates our thought leadership. We are enthusiastic to take this journey with you. We commit to spend the time and effort to understand SASSA more deeply, share our perspectives in proactive and collaborative manner, and deliver value-adding services.

Should this bid be successful, the bidder reserves the right to negotiate the terms and conditions of a mutually binding agreement with SASSA, which agreement will govern the contractual relationship between the parties.

Should you wish to discuss our proposal further or should you require any additional information, please do not hesitate to contact us as per the details below.

Yours Faithfully

Joan Twala
Director
jtuala@idatha.co.za
Mobile: +27 (084) 447 5782

Sharon Naude
Director
snaude@idatha.co.za
Mobile: +27 (084) 500 5866

IDATHA PTY LTD

Postal address: Postnet Suite 72, Private Bag X4, Wierdapark, 0149
Director: Mrs. J. Twala Email Address: jtuala@idatha.co.za,
Director: Mrs. S. Naude Email Address: snaude@idatha.co.za

Appendix 3:

COMPANY BACKGROUND AND EXECUTIVE SUMMARY

ID'S OF DIRECTORS

REGISTRATION DOCUMENTATION

The Company



**Certificate issued by the Companies and Intellectual Property Commission
on Wednesday, August 12, 2015 01:25
Registration Certificate**



**Companies and Intellectual
Property Commission**
a member of the dti group

Registration number	2015 / 283589 / 07
Enterprise name	IDATHA (PTY) LTD
Enterprise shortened name	NOT APPLICABLE
Enterprise translated name	NOT APPLICABLE
Registration date	12/08/2015
Business start date	12/08/2015
Enterprise type	PRIVATE COMPANY
Enterprise status	IN BUSINESS
Financial year end	FEBRUARY
Type of MOI	STANDARD (COR15.1A)
Main business/main object	BUSINESS ACTIVITIES NOT RESTRICTED.
Postal address	POSTNET SUITE 72 PRIVATE BAG X4 WIERDAPARK GAUTENG 0149
Address of registered office	1306 COPPERLEAF ESTATE MINDANDI CENTURION GAUTENG 0158

The Companies and Intellectual Property Commission of South Africa
P.O. Box 429, Pretoria, 0001, Republic of South Africa
Docex 258, Pretoria
Contact centre 086 100 2472
www.cipc.co.za



Certificate issued by the Companies and Intellectual Property Commission
on Wednesday, August 12, 2015
Registration Certificate



Companies and Intellectual
Property Commission
a member of the SAG group

Registration number 2015/283589/07
Enterprise name IDATHA (PTY) LTD

Auditors

Directors

Surname and first names	Status	ID number or date of birth	Director type	Appointment date	Addresses
TWALA, JOAN	ACTIVE	6709230281081	DIRECTOR	12/08/2015	Postal 100 KYALAMI GLEN, CORNER KING FISCHER AND KYALAMI ROA, HALFWAY HOUSE MIDRAND, GAUTENG, 1684 Residential 100 KYALAMI GLEN, CORNER KING FISCHER AND KYALAMI ROA, HALFWAY HOUSE MIDRAND, GAUTENG, 1684
NAUDÉ, SHARON	ACTIVE	7208060124080	DIRECTOR	12/08/2015	Postal POSTNET SUITE 72, PRIVATE BAG X4, WIERDAPARK, GAUTENG, 0149 Residential 1306 COPPERLEAF ESTATE, MINDANDI, CENTURION, GAUTENG, 0158

The Companies and Intellectual Property Commission of South Africa
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Companies and Intellectual
Property Commission
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COMPANIES AND INTELLECTUAL PROPERTY COMMISSION REPUBLIC OF SOUTH AFRICA

Form CoR 14.3 - Registration Certificate

Issue date: 12/08/2015
Print date: 12/08/2015
Customer code: CCR123
Tracking number: 928564397

Concerning:

IDATHA (Pty) Ltd 2015/283589/07

The above company has been registered in terms of section 14 of the Companies Act, 2008.

In accordance with the Notice of Incorporation, the registration of the company takes effect on 12/08/2015.

In conjunction with this certificate, the Commission has not issued another notice contemplated in section 12 (3).

Acting Commissioner: CIPC

About this Notice

This Notice is issued in terms of section 14 of the Companies Act, 2008, and Regulation 14 of the Companies Regulations, 2011. If the Commission has altered the name of the company, in terms of section 14 (2) (b), the company may file an amended Notice of Incorporation to change the name. If the Commission has issued a Notice of a Potentially Contested Name in conjunction with the Certificate, the company must serve that Notice on each person identified in the Notice, and any such person has the right to challenge the use of the name, by the company.

The Companies and Intellectual Property Commission of South Africa
P.O. Box 429, Pretoria, 0001, Republic of South Africa
Docex 256, Pretoria
Contact centre 086 100 2472
www.cipc.co.za





Companies and Intellectual
Property Commission
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Compliance Activity	Notes	Process/Form
Changes in address	<ul style="list-style-type: none"> If a change in the physical and/or postal address occurs, the company must notify the CIPC of such change by filing a form CoR21.1 within 5 working days before the change is to take effect. 	Refer to the CIPC website www.cipc.co.za / maintaining your company for detailed explanation of process and requirements.
Deregistration & Liquidation	<ul style="list-style-type: none"> When a company stops trading, it needs to apply either for deregistration or for liquidation, depending on the circumstances. Deregistration is advisable in cases where the company does not have any assets and is inactive, while liquidation is advisable in cases where the company has outstanding liabilities that must be resolved first. 	Refer to the CIPC website www.cipc.co.za / maintaining your company for detailed explanation of process and requirements.
Business Rescue	<ul style="list-style-type: none"> When a company is unable to honour its debts as they become due and payable within the immediately ensuing six months, the Board of Directors may resolve to place the company into business rescue. Such a resolution must be filed with the CIPC in Form CoR 135.1. 	Refer to the CIPC website www.cipc.co.za / maintaining your company for detailed explanation of process and requirements.
Complaints about company conduct	<ul style="list-style-type: none"> Any person may file a complaint using form CoR135.1 with the CIPC alleging that a company or any other person is contravening the Companies Act, 2008 or that such person's rights under the Companies Act, 2008 or under the company's Memorandum of Incorporation or rules, have been infringed. CIPC may investigate such complaint and take relevant action in the form of requesting information from the company or any interested person and even issuing compliance notices to the company which must be complied with. 	<p>Step 1: Complete form CoR 135.1 Step 2: Submit form CoR135.1 with documentary proof via CoR135.1complaint@cipc.co.za. Step 3: CIPC will conduct a preliminary investigation and respond back to the complainant. Step 4: CIPC may do a formal investigation and issue a report on the matter.</p> <p>Refer to the CIPC website for detailed explanation of process and requirements.</p>

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Companies and Intellectual
Property Commission
a member of the dti group

Compliance Activity	Notes	Process/Form
Retrieving your Company MOI Documents and Certificates for E-Service New Company registration	<ul style="list-style-type: none">Confirm correct cell phone and e-mail address by editing / updating your customer profile. Go to www.cipc.co.za / click on On-line transactions / login with customer code and password / click on edit customer details.Only the directors may retrieve company documents. Each director must register their own customer code and password. The ID of the director links to all the companies he/she is a director.	<ul style="list-style-type: none">Go to www.cipc.co.zaClick on On-line transactingLogin with customer code and passwordClick on Certificates and DisclosuresClick on MOI Documents – select transactionThe system generates the document and send it to the customer's e-mail address.
Annual Returns	<ul style="list-style-type: none">Due on anniversary date of company's incorporation date.Must be filed within 30 business days of its due date.Must be filed electronically via the CIPC website.A fee is payable at the time of filing that is dependent on the turnover of your business.An Annual return is not the same as a tax return which is filed with SARS.Failure to file the annual returns will result in your company being deregistered.	A step-by-step guide on how to file annual returns can be viewed on the CIPC Annual Return website (annualreturns.cipc.co.za) by clicking on the link at Step 4.
Financial Statements	<ul style="list-style-type: none">All companies are required to prepare financial statements within 6 months after its financial year end.Some companies are required to audit financial statements. Please refer to Companies Regulation 28 read with Companies Regulation 26.If your company's financial statements are required to be audited, it must be filed with the CIPC when the company files its annual returns.	Refer to the CIPC website www.cipc.co.za / maintaining your company for detailed explanation of process and requirements.
Changes in directors or auditors	<ul style="list-style-type: none">CIPC must be notified of any changes in the directorship of your company within <u>10 business days</u> of such change on a form CoR39.CIPC must also be notified of any changes to the auditor (appointment, resignation or removal) of your company within 10 business days of such change on a form CoR44. <p>Note: The appointment of an auditor for certain category of companies, e.g. private or non-profit companies are not mandatory but such may be required if the company reaches certain thresholds. Refer to sections 28 – 31 of the Companies Act, and Companies Regulations 24 – 30 relating to financial record keeping, access to such information and filing requirements.</p>	Refer to the CIPC website www.cipc.co.za / maintaining your company for detailed explanation of process and requirements.

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Companies and Intellectual
Property Commission
+ member of the SAG group

NOTICE TO CUSTOMERS

Dear Customer,

Kindly find below a guide on how to download your new company registration documents from the CIPC website.

It should be noted that the MOI (Memorandum of Incorporation) for companies registered via the CIPC SST's, website or banks, is not included in the registration certificate. Customers are required therefore to download the MOI from the CIPC website after registration.

RETRIEVAL OF REGISTRATION CERTIFICATE (COR14.3) or MOI (INCORPORATION) DOCUMENTS AFTER REGISTRATION VIA SST, BANKS AND WEBSITE:

- Visit the CIPC website at www.cipc.co.za and click on On-line transacting/Certificates and Disclosures.
- Log in with your customer code and password.
- Confirm correct details by clicking on "edit customer details" - ensure that the e-mail and cell phone number are correct.
- Click on certificate and disclosures
- Click on MOI Documents - select transaction

PLEASE NOTE

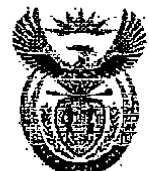
- Any person may download the registration certificate (CoR14.3 or MOI Documents) after registration.
- The screen will only display the first 10 records under your customer code, if your transaction does not appear, kindly indicate the enterprise number starting with a K and the tracking number of the transaction in the provided fields.

For more information kindly refer to the CIPC website www.cipc.co.za or log a ticket via the Enquiries option.

Kind Regards,

Acting Commissioner: CIPC
Mr Rory Voller

The Companies and Intellectual Property Commission of South Africa
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Docex 256, Pretoria
Contact centre 086 100 2472
www.cipc.co.za





Companies and Intellectual
Property Commission

a member of the dsb group

Our Reference: 2015/283589/07

Date: 12/08/2015

E-mail: NEWPTY@PTYCOMPANYREGISTRATION.CO.ZA

Dear Business Owner

**WHAT TO DO AFTER REGISTERING A COMPANY
IDATHA (PTY) LTD (2015/283589/07)**

Congratulations on registering your company. The Companies and Intellectual Property Commission (CIPC) wishes you all the best in your business endeavours.

Registering your company is only the first step in managing it. Throughout its life span, a company is required to maintain its information and legal status with the CIPC. Failure to do so may have serious consequences for your company and your business activities, as it may result in deregistration.

The Companies Act, 2008 places compliance requirements on all registered entities throughout its life cycle, which includes any changes to the company information, annual return filings and deregistration. **Set out on the next few pages is an easy guide to assist you with retrieving your company registration documents and managing your company compliance obligations. The table is not a legal document but rather a guide to some of the most pertinent requirements that must be adhered to.**

Please ensure that the CIPC always has the latest contact details for the directors or the authorised representative so that important information relating to annual returns, director changes and pending deregistration can be transmitted efficiently and effectively to the correct person. For more information about any of the requirements listed below, please direct your enquiry to:

- Website: www.cipc.co.za / enquiries
- Tel: 086 100 2472

Kind regards

Acting Commissioner: CIPC
Mr Rory Voller

The Companies and Intellectual Property Commission of South Africa

P.O. Box 429, Pretoria, 0001, Republic of South Africa

Docex 256, Pretoria

Contact centre 086 100 2472

www.cipc.co.za





Commissioner of Oaths / Kommissaris van Ede
EX OFFICIO
CLAUDE LIONEL JARRARD
Chartered Accountant (SA)
Geotkroonde Rekenmeester (SA)
SAICA No. / SAICA Nr. 00170545
PricewaterhouseCoopers Inc. / Geint
32 Ida Street, Menlo Park, Pretoria 0081
Area / Gebied: Rep. of S.A.

28/07/2015

Certified a true copy of the original document.

GESERTIFISEER WARE AAKSKRIF
 CERTIFIED TRUE COPY

EX OFFICIO VREDERECHTER VIR DIE R.S.A.
 EX OFFICIO JUDGE OF THE PEACE FOR THE R.S.A.
 KOMMISSARIS VAN EDE / COMMISSIONER OF OATHS
 OFFISIER S.A. LEER / OFFICER S.A. LEER

1

I.D.No. 670923 0281 08 1

VAN/SURNAMEN
 S.A. BURGER/S.A. CITIZEN

TWALA
 VOORNAAM/FORENAMES

JOAN

REGEREDISTRIK OF-LAND/
 DISTRICT OR COUNTRY OF BIRTH

SOUTH AFRICA

1967-09-23
 GEBORTE DATUM / DATE OF BIRTH

1998-02-17
 DATUM UITGESEK
 DATE ISSUED

UITREKER / ISSUED BY
 DIRECTEUR-GENERAAL
 BINNELANDSE SAKKE
 DIRECTOR-GENERAL
 OF HOME AFFAIRS

GEREGISTREERDE WOON- EN POSADRES IN DIE SAAR
 REGISTERED RESIDENTIAL AND POSTAL ADDRESS

1. Bewaardes van die SAAR, Geregistreeerde woon- en posadres in die SAAR.

2. Indien u van adres verander het, of indien u verantwoordelikheid aan iemand anders, byvoorbeeld 'n kommersiële vennootskap, oordra, moet u kennisgewing van adresverandering, wat in die SAAR aangebring is, in 'n dokument, wat om die verandering aan te help en in die SAAR ingedien word by of gepas word aan die kassasareer/klankantoor van die DEPARTEMENT VAN BINNELANDSE SAKKE.

IF YOU HAVE CHANGED YOUR ADDRESS OR IF PARTICULARS OF YOUR REGISTERED RESIDENTIAL AND POSTAL ADDRESS HAVE BEEN CHANGED, YOU MUST FILE AN APPLICATION FOR CHANGE OF ADDRESS WITHIN THE SAAR. THE ORIGINAL APPLICATION MUST BE USED TO REPORT SUCH A CHANGE OF ADDRESS TO THE SAAR OFFICE NEAREST TO YOUR RESIDENCE. THE ORIGINAL APPLICATION MUST BE FORWARDED IN A REGISTERED MAIL TO THE DEPARTMENT OF HOME AFFAIRS, NATIONAL REGISTERED MAIL OFFICE, 101 WATERLOO STREET, CAPE TOWN.



COMPANY PROFILE



Executive Summary -

Our Values

We are a values-driven organization. Our values inform both our long-term strategy and the way we want to serve our clients on a daily basis.

Our Values:

- Put client interest ahead of the firm's*
- Observe high ethical standards*
- Preserve client confidences*
- Maintain a independent perspective*
- Manage client and firm resources cost-effectively*
- Follow the top-management approach – we as directors are involved in every aspect of our projects.*
- Use our network of partners and resources to deliver the best services to our clients.*
- Build enduring relationships based on trust.*

Powered by Knowledge

The Directors of this company contribute years of experience. We have worked on various projects leading teams of experts and accountants as project managers. Projects we have been involved in include various government departments where we have assisted them in achieving the required results on their projects.

- Our experience in Project Management will well serve you as our client as we have completed similar projects, not only at service delivery level but also at strategic and conceptual level.
- We are well placed to partner with you on this initiative as we have a footprint and the experience to maximise your objectives and ensure successful implementation of this project.
- In partnering with you, we hope to build trust and mutual respect for the contribution each of us bring.
- Our core team comprises highly experienced knowledge and experience in project management.

Project delivery

To ensure project completion to the required standards and time we will make use of methodologies to ensure efficient, and timely delivery and reporting. We have also provided for robust project management and quality assurance.

Commitment to transfer of skills

We are committed to transfer of skills and working in close collaboration with all staff. It is vital that all staff understands the objectives of this project and the role each must play in order to succeed.

Training, skills transfer and management is of crucial importance to ensure a successful and sustainable service to our clients.

- We believe we prepared a competitive costing model.*
- We assembled a team with knowledge and experience.*
- We will use tried and tested methodologies.*
- We will work closely with your teams where appropriate.*

Executive Summary -

Your Requirements

SASSA has embarked on door to door survey journey as part of its integrated community outreach programme (ICROP). SASSA would like to promote active community participation to deal with challenges in reducing poverty and inequality in a collaborative and holistic manner. The aim of this project is to obtain the public's perspective on SASSA services.

The project will address the following objectives:

Challenges	Proposed Solutions
Project Plan	A project plan will be developed that will include the assessment of a minimum of 70% households within the provided 1540 wards.
Project Management	Provide the necessary experience of 3-5 years for work done of the similar nature.
Job Opportunities	Ensure the employment of assessors in the targeted municipal wards to ensure access to job opportunities for the purposes of local economic development.
Project Co-ordinators	Ensure that there is dedicated Project Co-ordinators in the nine provinces during implementation.
Door-to-Door Surveys	Conduct Door-to-Door surveys and household profiling within identified wards.
Report on findings	Capture and Consolidate the findings and develop a comprehensive report for SASSA
Small-scale ICROP	Coordinate small-scale ICROP services as and when required.
Skills Transfer	All youth workers must be trained in order to ensure skills development within the community.

We have considered your request and our response set out in this document, addresses your requirements.

Who we are –

Idatha is an organisation committed to helping our clients meet the challenges posed within their organisation. We know that value goes beyond a single engagement or single result. Value is defined by relationship-one that is born of an intelligent, engaged, highly collaborative process. Within our network of knowledge, we are ready and able to help you achieve that value, whatever your business.

Idatha is the next generation data management company founded by Joan Twala and Sharon Naude.

Our business module is based on our accomplishment as Project Managers in the Public Sector, working on multi-million projects with Government and Municipalities.

Idatha and our sub-contractors

We largely draw resources from our network of experienced individuals and consulting companies who we can draw on to assist us on a sub-contract basis for complex projects such as this assignment. We use individuals with the applicable knowledge and understanding of the environment we work in.

Our Core Values:

We believe in treating our customers with respect and faith. We believe we will grow by being creative and find solutions through innovation. We strive to integrate honesty, integrity and business ethics into all aspects of our business functioning.

Our Mission Statement:

To build long term relationships with our customers and provide exceptional services by pursuing business through innovation and advance technology.

Skills Development:

We are committed to skills development and empowerment and aim to create job opportunities through our company.



Who we are –

A unique experience

At Idatha we apply our industry knowledge and professional expertise to identify, report, protect, realise and create value for our clients. The strength of this proposal is based on the breadth and depth of our client relationships. Networks are built around clients to provide them with our collective knowledge and resources. We are committed to making Idatha distinctive through consistent behaviours that enable the success of our clients and people. We call this the Idatha experience and it shapes the way in which we interact with clients, with one another and with the communities in which we operate. This, along with our core values of teamwork, leadership and excellence guides us in all that we do.

The way we do business

We have a code of conduct that is based on our core values. The code is inextricably intertwined with our business strategy and vision and places a heavy emphasis on our values and protection of our reputation. This code guides the way in which we live and work.

We put client interests ahead of the firm's

We share and collaborate

We offer flexible ways of working

We strive to build relationship of trust

We follow top management approach

Our social responsibility is inextricably linked to our values, business strategy and our performance. **Education and skills development** are our key focus areas, which we impart by drawing on the knowledge and skills of the network of people we work with. In line with our values, we identify projects that will enable us to make a sustainable contribution to the growth of our country. This includes **job creation**.

What we do -

Creating sustainable value

Creating sustainable value is at the heart of the business. This includes building trust with all our stakeholders. Leadership is one of our values and means advising and leading the way forward on difficult issues for our clients.

Our team is shaped by the way our clients like to work, as organisations vary and the way they operate is never static. Our diversity means we have the ability to meet their needs with a network of people that are not bound by traditional barriers. In this way our team used on each project has a broad overview of issues and understanding of their own sectors.

Committed to quality

A strong and durable reputation is among the most valuable assets we can possess as a company, which can only be sustained by embedding quality into our business. Our reputation depends on adhering to high standards of quality, that starts at management level.

Our skills and experience

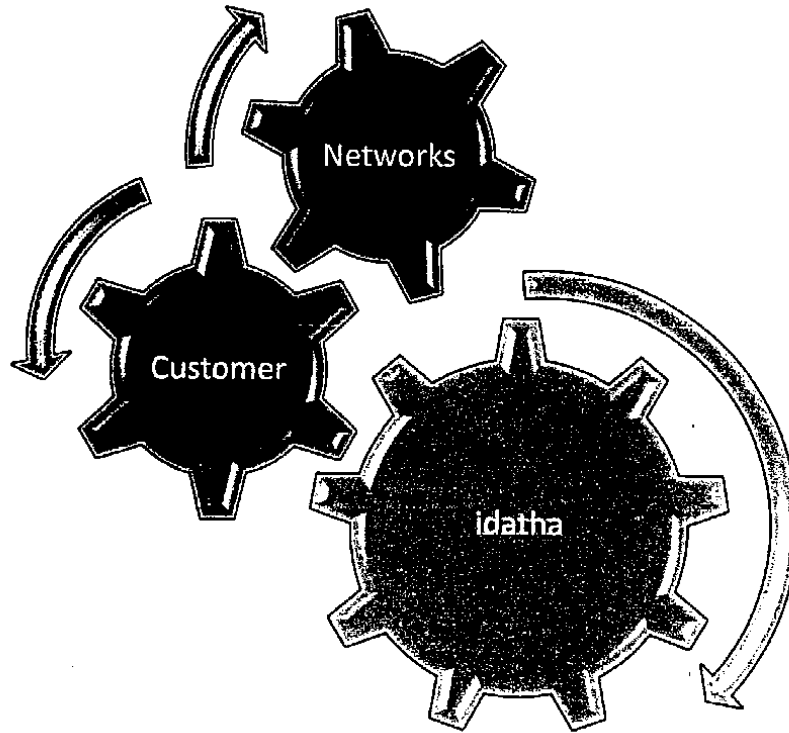
Our network of people has a firm grasp of business principles and processes, enabling us to assist a diverse client base to solve complex problems and enhance their ability to build value.

We are continually adapting our range of services to ensure our sustainability as market needs change.

Giving meaning to what we do

- Strong Commitment to Quality** - Providing quality services, to ensure that our services meets the highest standards.
- Service and Support that makes a difference** - We will work within our client's business operations, ensuring that the delivery of our services suits their needs. We are committed to customer service, an honest and transparent approach.
- Innovation** - We will continuously investigate new innovation possibilities in order to find the best solutions for our clients.
- Flexible Services** - Our flexible approach means we can deliver unique solutions.
- Dedication** - We believe there is no better measure of our success than the trust our customers will place in our services. Our dedication to meet customers' needs has resulted in continuous relationships with clients that recognised the part we played in supporting them.

Company structure –



Our Directors:



Joan Twala has more than 30 years' experience, most recently, consulting for PwC working on various projects that included the IEC elections as well as the DRC elections. She has extensive accounting and asset management experience as well as Project Management experience, involving management of various teams and ensuring delivery of projects within the timeframes



Sharon Naude has 24 years of experience in the Corporate and Public sector, including consulting for companies like PwC. She worked on various Multi Million projects as Project Manager. Through her technical and analytical skills she also provided training on Standards and Processes and managed project involving up to 13 Government Departments.

Our services –

We operate as a multi-competency organisation offering a range of high-quality services. In our business change is the only constant and we are continually adapting our range of services to ensure our sustainability and that of our clients.

One of the foundations of our business is our ability to adapt our services to meet the needs of our clients.

Our services include, but is not limited to the following:

Project Management	<ul style="list-style-type: none">• Our experience includes management of multi-million projects and includes reporting functions and measurements for effective project delivery.
Data Capturing Services	<ul style="list-style-type: none">• The manual data capturing process of handwritten text involves a double capture process.• Data Verification, Validation, Tabulation and Analysis.
Data Link and Balance	<ul style="list-style-type: none">• We specialise in linking various database sets with each other. This can include financial based datasets which can be reconciled and variances updated.
Data Purification	<ul style="list-style-type: none">• We offer purification of data for various types of data basis. Our experience in the accounting industry and especially relating to data basis including financial information eg. Asset Registers give us the competitive edge to provide this service.
Data Analysis	<ul style="list-style-type: none">• We provide analysis of data-sets based on our client's requirements and this will include comprehensive reports based on our findings.

Project Management

Project Managers are in high demand as organizations strive to deliver successful projects at a faster pace in increasingly complex environments.

We offer the following critical skills that make us successful –

Subject Matter Knowledge

We try to understand the inner workings of our client's organizations and know enough about their products/services to hold intelligent conversations with customers and stakeholders as well as functional leaders within the organization.

Listen to our clients

At the start of each project we set aside learning time to better understand and interact with our clients. This learning investment is paid back many times over in the form of good decisions, effective meetings, and successful project delivery (and fewer headaches!).

Project management skills - project disciplines

We understand how, when, and why to deploy project management disciplines at different points in a project. Examples of these tools include developing project charters, planning, scheduling, vendor management, risk assessment, budgeting, change management, and project control.

Interpersonal and Leadership Skills

We know how to motivate people who do work for us, and keep teams working effectively together.

Organization

We create structure from chaos by using specific tools such as charters, risk assessments and many other tools throughout the project.

Time Management

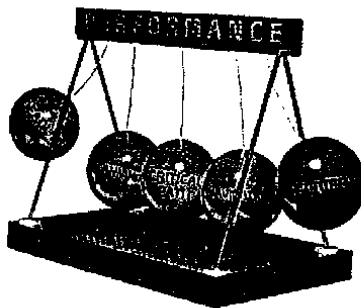
Steven Covey's quote, "The enemy of the best is the good," applies especially well to project managers. We therefore understand that there are countless good things to be involved in, but there are a vital few best things that must come first each day. We believe to be successful project managers we sometimes have to say, "I'm sorry but I can't support that right now."

Communication

We strive to communicate clearly, concisely, and frequently. We know, for example, when a simple email will suffice, or when a "working document" like a project charter will better serve our purpose.

Political Savvy

There are times when interpersonal skills are not enough to garner the support needed from the organization on one or more project tasks. In these cases, we use senior leadership support to get things done. We schedule update forums with senior leadership and functional leaders, to ensure that all business functions are making the project a priority.



EXPERIENCE AS PROJECT MANAGER

Transformation –

Ownership and control

We believe that we have a responsibility to play a role in empowering all the people of our country, starting with our staff.

We strive to be a transformed firm and also enable growth and economic empowerment for all.

Idatha ownership includes the following two people:

- 1 Black Woman
- 1 White Woman

BEE rating

As a EMEs we automatically qualify as a Level 4 BEE Contributor.

We are also scored as an **Empowering supplier**.

We as a company focus on women empowerment and the role we can play within the industry:

- By adopting an approach which recognises that gender equality is good for business, private sector businesses can identify new markets and opportunities.
- Businesses of all sizes can engage and empower women entrepreneurs by including them in their value chain, and boosting their capacity.
- By empowering women in leadership positions, organisations can 'fast-track' gender equality and demonstrate its practical benefits.
- Deep cultural change is required for businesses and organisations to see the true benefits of gender equality.



Empowering
Women
In Business

Skills Development –

Idatha engage with firms on jobs that will ensure that economic empowerment prevail, wherever possible. We also believe in empowering people as well as communities and therefore our primary focus is on skills transfer within our environment.

As a company Idatha is committed to empowering our staff. The objectives are to enable employees through skills development to achieve their personal goals and to assist the company in achieving its strategic objectives.

The skills development initiatives:

- focus on the development of our staff, without prejudice and discrimination
- allows staff to progress to full qualifications in the work that they do
- ensures the highest possible quality of training by ensuring the accreditation status of training providers used
- allows flexibility for staff to progress in their career path development

Skills Transfer

“Skills transfer” means the ability of the learner to take newly acquired skills back to his / her workplace and apply them in the day-to-day workflow.

Skills transfer is an important aspect of Idatha’s consulting methodology. We aim to impart skills, knowledge and expertise to our clients.

Rather than start this process at the end of a project we start the Skills Transfer phase at the beginning. From day one our clients gain business and personal value from our open approach to share knowledge and information:

Summary:

- One-to-one practical training during projects
- Focused ongoing workshops and mentoring
- Production of client specific documents such as System Design Documents and User Guides, followed up by
- Formal practical hands-on and classroom training courses held either onsite or offsite

Community Upliftment

We strive to get involved in projects that includes community upliftment.

We believe that community based projects that involve the assignment of a Project Officer, will ensure a full development partnership, offering supporting, encouraging and guiding sustainable projects.

In essence, the Project Officer becomes a conduit for a variety of information, leading to an improvement in the applicant’s knowledge base and the capacity of the sponsored organisation to develop over time. The Project Officer also monitors the development of the project and feeds back on their experience to the Foundation and to the organisation itself.

Where to find us -



Gauteng

1306 Copperleaf Estate,
Mnandi,
0158

Postnet Suite 72,
Private Bag X4
Wierdapark
0149

Joan Twala: +27 (84) 447 5782
Email: jtwala@idatha.co.za

Sharon Naude: +27 (84) 500 5866
Email: snaude@idatha.co.za

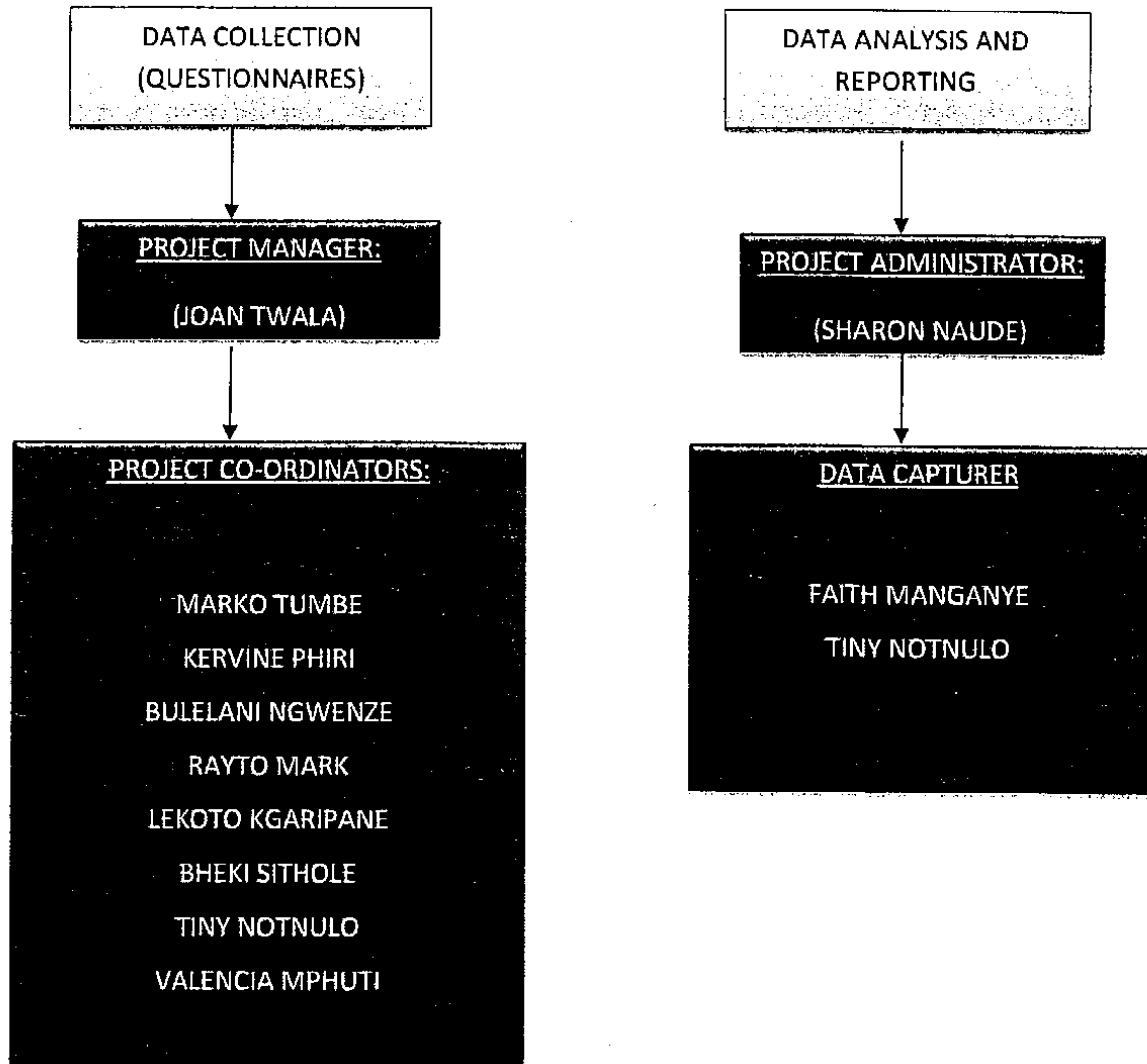
Website: www.idatha.co.za

Appendix 4:

SCHEDULE OF STAFF AVAILABLE FOR THE SERVICE AND THEIR CV'S



SCHEDULE OF STAFF AVAILABLE FOR THE SERVICE AND THEIR CV'S



PROFILE

JOAN THOKOZILE TWALA

CAREER HISTORY:

CONSULTING WORK EXPERIENCE:

June 2013 to date

Current Projects

Department of Defense:

Created an Intangible Capital Asset database for DOD in preparation for the 2014/2015 audit wherein they received an unqualified audit opinion.

Municipal Infrastructure

- Verification, valuation and componentization (costing) of the infrastructure for municipalities in the KZN, and preparing the PPE note for financial disclosure.

January 2013 to May 2014

She was involved with the Department of defense on an asset management project. Her responsibilities include the following:

- Data purification for the Department of defense,
- Both manual and electronic verification of assets for the DOD,
- Reconciliation of BAUD to BAS for year-end purposes,
- Delivering an accurate electronic asset register for year-end audit purposes to the Auditor General.

February 2012 to June 2012

She was involved with the asset physical verification process for the Department of Roads and Public Works in the Eastern Cape. Her responsibilities included the following:

- Data purification in the OR Tambo region,

- Both manual and electronic verification of assets in the OR Tambo region,
- Reconciliation of BAUD to BAS for year-end purposes,
- Delivering an accurate electronic asset register for year-end audit purposes to the Auditor General,
- Verification of inventory and the valuation thereof, and
- Training of the asset team in the maintenance of the asset register.

March 2011 to August 2011

She was recently appointed by PricewaterhouseCoopers as a **Project Manager** to work on **The Independent Electoral Commission – Ballot Paper Printing Process**, against extremely tight deadlines where she had to ensure that the team provided quality assurance on candidate registration and verification, ballot paper printing and ballot paper distribution to voting stations for the whole of the Gauteng province. She was also responsible for the quality assurance on the ballot paper printing and distribution for the following provinces:

- Free State province,
- Mpumalanga province,
- Northern Cape province,
- North West Province, and
- Limpopo province.

She was also tasked with the provision of accurate and rapid reporting to the IEC's Gauteng Provincial Electoral Office.

Project Management: (May 2009 to date)

She is growing and developing her own financial solutions company called Thovule Financial Solutions cc, where she does the following:

- registrations and start-ups,
- company and individual taxes
- setting up of systems and
- business plan write ups.
- business valuations for mergers and acquisitions
- company due diligence
- administration of estates and insolvent estates

She consulted for Price Waterhouse Coopers and has successfully completed reconciliation for the Independent Electoral Commission (IEC) elections in the Democratic Republic of Congo (DRC) held in October 2006.

International Quality Productivity Centre (Pty) Ltd. Known as IQPC: From July 2007 to mid- January 2008.

She was a Financial Controller at International Quality and Productivity Centre (Pty) Ltd. an international organization with offices in twelve countries. She reported to the London office on a monthly basis, this entailed the preparation of an accounting pack for the South African office for global company consolidations. She liaised with all other offices in as far as balancing the inter-company accounts.

ACCOUNTING FUNCTION:

Financial Manager, from September 2003 to December 2005, Fincap (Pty) Ltd.

She was a Financial Manager for Fincap (Pty) Ltd. an asset based finance company, from September 2003 to December 2005. She held a Non-Executive Directorship for a company called Makweru Digital Solutions (Pty) Ltd. She managed two other property companies in the group. She has been working in both the auditing and accounting fields for the past nine years. She was responsible for the full accounting function of Fincap (Pty) Ltd. and directly reported to the Board of Directors in as far as financial matters were concerned.

Specific areas include the following:

- Discounting client deals,
- Negotiating with financial institutions for better discounting rates,
- Setting up financial facilities with financial institutions,
- Supervised and controlled debtors invoicing and collections thereof, (Standard Bank, Telkom, ABSA, Eskom etc.)
- Service contract maintenance,
- Supervision of reconciliations for both debtors and creditors and the payments thereof,
- VIP Payroll and statutory deductions reconciliations,

Project Management for Thovule Constructions (Pty) Ltd. Current

She managed a direct contract to renovate two office blocks for the Department of Infrastructure and Development from April 2012 to June 2012. (This project was subsequently subcontracted to a third party).

She managed to secure a subcontracting agreement for the construction of fifty top structures to the value of R1 200 000.00, and was also instrumental in bringing another deal in the Eastern Cape to the value of R470 000.00, for social facilitation in the erection of 2500 urine diversion units.

In addition to the above, she secured yet another contract for Thovule Construction for renovations with the Department of Social Development.

Joint Projects

She partnered with Saohatse Building Construction cc on a project for the South African Broadcasting Corporation's wellness center in 2008 (phase one) and the tender office in January 2009, the project was to be completed in June 2009.

She assisted in the development of a thirteen cluster units in Brackenhurst, Alberton for Saohatse Building Construction cc.

Combined Systems Group, a PricewaterhouseCoopers wholly owned subsidiary. (March 2009 to May 2009)

She was appointed by Combined Systems, a Price Waterhouse Coopers wholly owned subsidiary to assist in reconciling the asset register for the National Department of Justice from 1 March 2009 to 31 May 2009.

Combined Systems Group, a PricewaterhouseCoopers wholly owned subsidiary. (March 2009 to May 2009) continued:

She accepted an engagement again with (CSG) Price Waterhouse Coopers from January 2008 to July 2008, where she was in charge of compiling a bar coded fixed assets register for the Department of Transport and Public Works. She was also mandated by the Department to train and capacitate its staff in as far as asset tracking was concerned.

- Preparation of monthly statutory deductions and liaising with SARS,
- Supervision of staff,
- Cash flow management,
- Financial planning,
- Preparation of financial reports for analysis,
- Preparation of monthly management reports,
- Preparation of annual financial statements for audit purposes,
- Maintenance of accounting internal controls,
- Management and control of company's fixed assets register,
- Maintaining electronic banking system and liaise with the bank and
- Preparation of year end file, for audit purposes.

Financial Manager: February 2003 to August 2003, Enterprise Management and Innovation (Pty) Ltd.

She was appointed as a Director for Enterprise Management and Innovation (Pty) Ltd. in February 2003 where she participated in the strategic decision making processes. She was put in a specific strategic position where mining houses were targeted and sold a proposal on how the wasted mining land could be turned into arable agricultural land. She was appointed as a trustee of the Employee Shareholders, Incentive Trust, and was a beneficiary thereof.

Accounting division:

- Full accounting function (budgeting, disbursements, reporting to USAID)
- USAID funded sub grantee project management (it included clients in the agribusiness sector as well as the SMME sector, and these funds were allocated to organizations such as the ARC, Catholic Relief Services etc.)
- Accounting for loan fund disbursements,
- Internal audits which were referred to as the bench audits, for prospective sub grantee's,
- Setting up sub grantee's internal control systems

She was responsible for the management of SMME's that were granted funding through our VITA division. This included managing their monthly

Computer Literacy:

- Microsoft Excel, Word and Office
- Windows 2000, Windows XP, Windows 7
- Access
- Lotus 123
- Lotus Word Pro
- Caseware and Casewin Audit programs
- Pastel Version 5/ Pastel Express
- ACCPAC Accounting System
- D-Bit Billing System
- VIP Payroll System
- First National Bank Version 4.0 (Electronic Banking)
- Standard Bank Electronic Banking System (CAATS)
- BAUD asset management system
- BAS accounting system
- LOGIS system
- SUN Systems
- RMS/KG (Billing System)
- SKY (Billing System)
- Power Point
- Special Projects Program

Language Proficiency:

	Read	Write
English	Excellent	Excellent
Zulu	Excellent	Excellent
Sotho	Fair	Fair
Xhosa	Good	Good
Afrikaans	Fair	Fair

Educational Qualifications:

B. Com Accounting – University of Johannesburg (1993 to 1996)

cash revenue and ensuring that all monies were spent on the business: These grants assisted cash based companies such as your fuel stations, and the convenience stores that they operated.

Assistant Financial Manager January 2000 to January 2003, Enterprise Management and Innovation (Pty) Ltd. (EM&I)

- Accounting function

Audit Senior – Neale Whitecross and Associates- January 1997 to December 1999

She has completed three (3) years of articles with a small medium firm and has audit experience in property holding companies, engineering companies, retailing companies, educational institutions, section 21 and NGO's funded by the US government, tax computations for individuals and companies, maintenance of permanent files, box audits, stock controls and stock verifications for audit purposes, implementing internal controls for small to medium sized organizations.

Accounts Lecturer Parktown College (Temporal post) September 1996 to December 1996.

Lectured N3 level, Elementary Financial Accounting and Office Practice, N5 level Entrepreneurship Business Management.

Accounts Clerk – Rivonia Accounting and Tax CC, from May 1996 to August 1996

Completion and submission of company and individual taxes,
Maintenance of client accounts.

Technical Drawing Teacher – Progress High School from January 1989 to February 1996

Subject Head: Technical Drawing from January 1990 to February 1996. She taught grade twelve, eleven and ten for seven years. Set up a new accounting department at the school.

- Majors: Accounts III, Auditing III, South African Taxation III, and Economics III.

Secondary Teacher's Diploma – Soweto College of Education from 1985 to 1987

- Majors: Technical Drawing III and Business Economics III

Matriculation Senior Certificate – Mncube Secondary School -1984

Field of further studies

Current:

Year 3 MBA with MANCOSA (Currently busy with a dissertation)

Completed:

Year 1 MBA with MANCOSA

Modules completed:

- Management Information Systems (MIS)
- Marketing Management (MM)
- Operations Management (OPS)
- Economics
- Quantitative Methods

Completed:

Year 2 MBA with MANCOSA

Modules completed:

- International Business
- Corporate Strategy
- Accounting for Decision Making
- Human Resource Management
- Managing Strategic Change
- Managerial Finance
- Investment and Portfolio Management

Remaining Modules:

- Research Methods and Dissertation

Incomplete:

BCTA (Bridging Certificate in the Theory of Accounting) with the University of Johannesburg

Modules Obtained:

- Cost and Management Accounting
- Accounting
- Auditing and
- South African Income Tax

Additional Certificates:

She attended the following courses:

- Project Management Foundations, a Skills Training Program conducted by SG Data and Consulting Business School (Certificate Number 12137)
- Public Private Partnership Training in November 2010, a DBSA Vulindlela Academy initiative
- A two week course in Washington DC in Financial Management of USAID Awards, published by the Center For Public Management, in compliance with the ISAID Federal Regulations

Membership:

She is a member of South African Women in Construction (SAWIC)

Contact Details

Cell: 084 447 5782

Fax. 086 768 2548

thokott@gmail.com

Sharon Naude

1306 Copperleaf, Mnandi, Centurion ♦ 084 5005 866 ♦ sharon.naude.12@gmail.com

Personal Detail

Married

Last Position: Senior Manager, PricewaterhouseCoopers.

Dependables: 3 Children

Date of Birth: 06/08/1972

Best personal Trades: Reliable, Hard Working, Organised, and excellent Analytical and Management skills.

Profile

I am generally regarded as a motivated and positive person who sees problems as opportunities for improvements. I have a successful 26-year track record with various promotions at all companies I've worked for. I possess the talent for quickly mastering technology. I am diplomatic and tactful with professionals and non-professionals at all levels. I am also accustomed to handling sensitive, confidential records and through my career I've demonstrated a history of excellent analytical skills.

Some of my strongest points include being flexible and versatile and dealing exceptionally well under pressure. I thrive in deadline-driven environments and have demonstrated excellent team-building skills and this can be seen through various promotions at the companies I worked for.

I have been involved at various companies with regards to the implementation of software systems and is currently responsible at PwC for testing all financial aspects of new software being development for asset management. I established a Data Management Department within our specialist unit in PwC, which is Asset Management in order to provide the functions of Data Analysis, Data Purification, Data Conversions and Quality Assurance. My responsibility as Project Manager at PwC included: The implementation and executions of Projects, establishing of teams (including interviewing new candidates), preparing project charters, managing of the budgets (Values vary but recent projects were for more than 10 Million Rand), managing risks relating to the projects and reporting of progress at Steering Committee level. I have also been asked to prepare and present on an annually basis at inhouse workshops relating to legislative requirements and implementation of the necessary standards in order to ensure clean audits for our clients.

Skills Summary

- ♦ Originate new Ideas
- ♦ Manage staff effectively
- ♦ Written Correspondence
- ♦ Implementation of modern Management Practices
- ♦ Project Charters, Close Out Reports.
- ♦ Computer Savvy
- ♦ Data Analysis
- ♦ Risk Management
- ♦ Implementation of processes and operations
- ♦ Accounting/Financial Management skills in various industries.
- ♦ Professional Presentations
- ♦ Very effective client liaison skills
- ♦ Analytical skills

Additional Information

- ♦ I am married to Thomas Naude and have 3 beautiful children. We are Christians and I have the following interests:
 - Scuba Diving
 - Quad Biking
 - Travelling

Sharon Naude

Achievements

- I was promoted as Senior Manager at my current employer: PriceWaterHouseCoopers and as part of my new role responsible for the establishment of a new Data Management unit. The functionality of this section included Data Purification, Data Analysis, Data Conversions and quality assurance on data sets, which include depreciation calculations, impairments, disposals and additions of assets.
- At my current employer: PriceWaterHouseCoopers Combined Systems I've enjoyed successful relationships with our clients resulting in clients continuously making use of our services.
- During my contract employment with PriceWaterHouseCoopers Combined Systems I gained specialist knowledge in the management of Assets. As a result I was asked by the Department of Home Affairs to work on a 12 month contract as Deputy Director for the Asset Management Department in order to assist with the maintenance of their Asset Register and preparation to the Financial Note at year-end.
- I was asked by my employer PriceWaterHouseCoopers Combined Systems to prepare presentations during our annual internal workshops due to my technical knowledge with regards to the Accounting Standards in Government. I was the presenter during our 3 day workshop and the results were implementation of the working files I presented to be used by all staff during projects.
- After being employed as Accounts Assistant at Strategic Market Investments I was promoted to Financial Manager, due to my understanding of Accounting Standards, systems, hard work and dedication.
- I was involved in the acquisition of a various new Companies at SMI, which involved the process of establishing new accounts department, design of Corporate Image and development of marketing material. Included in the Group of companies was a newly formed pharmaceutical manufacturing company and I was responsible for set-up of costing system on Pastel.
- At Theron Rental Trust being employed as Operations Manager, I implemented new policies, controls and procedures in order to improve risk management, leading in the decrease of loss ratios from 103% to 52% on average.
- At Sir Albert Medical Centre (JCI Services) I was appointed as Debtors Manager. After working there for 6 months I was offered the position for Accountant. I was also involved in the implementation of new budget control systems.
- Due to my skills for quickly mastering technology, I was appointed as System Administrator at BTR Rubber and Wheel.
- After one year's employment at the Municipality of Randfontein, I was promoted internally to the position of Internal Auditor.

Experience

- Data Management skills
 - Data Analysis (Excel base)
 - Data Conversions (to BAUD system)
 - Data Purification (Excel and BAUD)
- Project Management skills.
 - I am responsible for management of project which includes compiling project charters, project plans, close-out reports, project budget control with regards to staff costing as well as liaising

Sharon Naude

with clients on a continuous basis through steering committee meetings. (2 years). Projects vary in value but one of my recent projects are more than R30 million.

- Asset Management skills:
 - In our Company our department specialises in providing asset management solutions to clients. Our client database includes government departments, municipalities as well as private companies. Part of my responsibilities was assisting clients to update and maintain their fixed asset registers. This included knowledge and understanding of all Standards of GRAP (General Recognised Accounting Practice), treatment of Impairments, disposals, additions and annual depreciation. I
 - I also assisted clients to reconciled their asset registers with their general ledger accounts and trial balance, disclosures with regards to prior year errors, as well as preparing Notes and Appendix's to their annual financial statements. Asset registers varied in value but some clients had more than 300 000 assets amounting to Billions of rands.
 - Due to continuous change in legislations and accounting Standards, I assisted clients through implementation of processes and writing methodologies in order to assist with the interpretation of certain standards. One of my most recent technical reports included the City of Tshwane's view on Impairment of Assets.
 - I prepared numerous presentations for meetings with clients.
- Insurance / Underwriting skills:
 - Manage Underwriting, claims, third party recoveries and accounts department for Short Term Insurers. (2 years)
 - Monthly bordereaux payments and premium reconciliations. (4 years)
 - Established policies and procedures for various departments. (8 years)
 - Implement new risk management procedures in order to reduce loss ratios. (6 years)
 - Responsible for all aspects of client management, including marketing materials, presentations, analysis and the early identification and resolution of opportunities and problems. (6 years)
 - Preparing reports for Monthly Trustee Meetings, which includes statistical analysis of data in order to make informed decisions on risk management. (2 years)
 - Maintain strong relationship with clients, by insuring excellent service levels, and arranging training sessions when needed. (6 years)
 - Implement new processes in order to improve service levels. (6 years)
 - Prepare Monthly reports and analysis for Underwriters. (2 years)
- Financial Management
 - Full Financial Function for Group of Companies including Property Development, Restaurant, Manufacturing, Estate Agency, Retail. (5 years)
 - Overall Management of Staff (12 years) Between 20-25
 - Intercompany transfers, control accounts reconciliation and clearing of accounts. (5 years)
 - Performing Group Consolidations (5 years)
 - Monthly Management Accounts for Individual Companies. (5 years)
 - Annual Consolidated Financial Statements, Budgets and Compliance reports. (5 years)
 - Property Development - Project Management (5 years)
 - HR Responsibilities, including the monthly preparation of Salaries and payment thereof. (5 years)
 - Monthly Cash Flow Forecast (5 years)
 - Monthly PAYE, UIF and VAT (5 years)
 - Lease contract renewals and annual negotiations. (5 years)
 - Analytical report writing with regards to member's different portfolios and negotiating best rates for the fund. (5 years)
 - Preparing Marketing Material, which includes Acrobat Forms, Microsoft Publisher and Coral Draw Presentations. (8 years)
 - Implementation of new accounting software (4 years)
 - Setting up a new costing system for the pharmaceutical manufacturing company.
 - Internal Auditing of various departments within Local Governments (2 years)

Sharon Naude

- Preparing Operational budgets for the different departments in order to monitor cost (2 years)
- Responsible for setting accounting software for a newly established pharmaceutical manufacturing company that included work in progress accounts.
- General
 - Internal Auditing of various departments within Local Governments (2 years)
 - Queries relating to Tax and Rates of Public. (2 years)
 - Preparation of clearance certificates for the registration of bonds. (2 years)

Employment History

PRICEWATERHOUSECOOPERS Combined Systems

Senior Manager - Asset Management division

February 2009 to July 2009, May 2010-2016

Position: Senior Manager

I hold a senior manager position. I also receive an annual bonus based on performance and part of our employment contract includes study leave, annual leave, maternity leave and travel reimbursements.

DEPARTMENT OF HOMEAFFAIRS

Deputy Director – Asset Management

August 2009 – May 2010

Reason for leaving: This was a 9 month contract.

THERON RENTAL TRUST

Operations Manager, (Group Scheme Administrators for Hollard Short Term Insurance)

April 2007 to January 2009

Reason for leaving: Small family owned business – forced to restructure and retrench.

STRATEGIC MARKET INVESTMENTS

Started as Creditors Manager but was promoted to Financial Manager

THIS WAS GROUP OF COMPANIES AND INCLUDED A PHARMACUTICAL MANUFACTURER, ESTATE AGENCY, PROPERTY DEVELOPMENT, RESTAURANT AND FINANCIAL SERVICES.

April 2001 to January 2007

Reason for leaving: This was a small company and I reached my growth potential.

PRO-RANGE GROUP

Bookkeeper

November 1999 to August 2000

Reason for leaving: This was a half-day position while Pregnant.

SIR ALBERT MEDICAL CENTRE – (Part of JCI SERVICES)

Started as Debtors manager and was promoted to Accountant

May 1997 to May 1999

Reason for leaving: Moved to Cape Town and took some Pregnancy leave due to previous complication during my pregnancy.

BTR RUBBER & WHEEL

Debtors Clerk and System Administrator

March 1995 to April 1997

Reason for leaving: Limited growth potential

Sharon Naude

EWOL ELECTRICAL WHOLESALE –

Debtor and Creditors Clerk,
Feb 1994 to Feb 1995

Reason for leaving: Company Closure

RANDFONTEIN MUNICIPALITY–

Started as Junior Administrative Clerk in Property Tax Department and was later promoted to Senior Audit Clerk,
Aug 1991 to Jan 1994

Reason for leaving: Wanted to gain more experience in Corporate Industry

ABSA BANK –

Administrative Clerk,
Jan 1991 to July 1991

Reason for leaving: Received Job Offer closer to where I live

Education

HIGHSCHOOL RIEBEECK – Randfontein
Matriculated with exemption

CIMA (CHARTERED INSTITUTE OF MANAGEMENT ACCOUNTANTS)
CERTIFICATE LEVEL - BUSINESS MANAGEMENT (CURRENT STUDIES)

SITA – Government
Registered Assessor

Computer Skills

- Microsoft office (Word, Excel, PowerPoint, Outlook)

Advanced skills in Microsoft Excel

- Pastel Evolutions and Partner
- MS Publisher
- Flexibroker
- Brilliant Accounting
- Spotlight
- GAAP
- BAUD

Reference

Heinrich Mundt

Project Manager: PriceWaterHouse Coopers Combined Systems

Cell: 0834435992

Heinrich received another offer and started working for another company in January 2014 and can be contacted for references.

Sharon Naude

Jannie van den Heever

Project Manager: PriceWaterHouseCoopers

Current Employer/Future Reference

Jannie van den Heever currently works for PriceWaterHouseCoopers and it would be preferable if he is not contacted due to the fact that I still work for the company, but he will be able to offer future references.

Claude Jarrard

Partner: PriceWaterHouseCoopers

Current Employer/Future Reference

Claude Jarrard currently works for PriceWaterHouseCoopers and it would be preferable if he is not contacted due to the fact that I still work for the company, but he will be able to offer future references.

Robbie Metler

Partner: Ernst & Young Advisory Service

Cell: 083 463 5015

I worked with Robbie at the Department of Home Affairs and he can be contacted for reference purposes.

Mike Mackway Wilson

Director/Owner Strategic Market Investments

012 665 2157

Rina van der Merwe

BTR Rubber and Wheel

Financial Manager

Tel: (011) 955 2151

Marko Tumbe

629 Ilanga House 135 Prichard Street Johannesburg 2000

PERSONAL DETAILS

Date of Birth:	6 September 1977
Marital Status:	Married
Sex:	Male
Nationality:	Zimbabwean
ID Number:	12-063888 W12
Driver's Licence:	Class 4
Passport Number:	AN812758

CAREER OBJECTIVE

Seeking a position in Accounting / Finance / Administration/Auditing

BACKGROUND SUMMARY

- ❑ Mastery in budget preparation, audits, cash flow analysis and management, preparation of final accounts, debtors and creditors control.
- ❑ Hands on experience in administration, recruitment, grievance handling and disciplinary matters.
- ❑ Record of career achievement in developing accounting systems, settling huge company debts, prudently investing funds, creating viable and sustainable financial relations.
- ❑ Association of Chartered Certified Accountants (ACCA), Higher National Diploma in Accounting, Zimbabwe Association of Accounting Technicians (ZAAT)
- ❑ Competent in Pastel Version 11, VIP Payroll, Excel, Power Point, E-mail and Internet

SEE FOLLOWING PAGES FOR MORE DETAILS

WORK EXPERIENCE

Accountant, Murehwa Mission Centre November 2010 to December 2012.

Murehwa Mission Centre is an educational institution of The United Methodist Church which offers Early Childhood Development to Advanced Level education. In addition, it imparts Christian based values and morals to pupils. It also runs poultry and piggery projects for the schools' boarding requirements. The turnover is approximately one million three hundred United States dollars (\$1300000.00) per year.

Reporting to the Committee on Finance and Administration (CONFAD).

Duties: -

- Formulating and implementing budgets for both primary and secondary schools.
- Books up to balance sheet level
- Daily Banking
- Preparation of variance reports on budgets versus actual performance.
- Preparation of monthly income and expenditure and cash flow reports.
- Bank reconciliations.
- Preparation of monthly statutory returns (NSSA , Paye , Pensions , NEC and others)
- Payroll administration using Bellina payroll system.
- Maintenance of asset register.
- Planning and management of projects.
- Reconciling Creditors' statements and paying them
- Advising Headmasters on to invest surplus cash.
- Advising Headmasters on labour issues.
- Supervision of entire Accounts department (2 Bookkeepers, 2 Receipting Clerks, and a receptionist).

Finance and Human Resources Manager, Sered Trading T/A Investment Cars, August 2002 to 2008

Sered Trading was a car dealing company which distributed Mercedes Benz and other brand new or used vehicles imported from Germany and South Africa, Japan and locally assembled. It was a family business with reliance on overdrafts and internally generated reserves as a source of capital.

Reported to the Managing Director

Duties: -

- Formulated and implemented Budgetary and Financial control systems;
- Preparation of Management Accounts;
- Preparation of Final Accounts;
- Management of petty cash;
- Maintenance of asset register;
- Formulated and implemented Procurement Systems;
- Represented Company in all legal proceedings;
- Represented Company as contact person with ZIMRA, External Accountants or Consultants;
- Liaising with banks on overdrafts arrangements;
- Supervision and training of non-accounting staff.
- Bank, Debtor and Creditor reconciliations.

Reporting

- Reported weekly on cash flow analysis and monthly on profit and loss and balance sheet
- Produced commentary on results versus budgets
- Compute monthly net worth balance sheet at replacement cost
- Additional analysis of motor expenses, telephone and any other company expenses as requested by management

Human Resources

- Dealt with recruitment, grievance and disciplinary matters
- Ensured adequate procedures exist to cover the above
- Performed AD hoc tasks as and when requested by Managing Director

Achievements

- Developed accounting systems from scratch*
- Structured debt settling procedures and totally eliminated \$ 500000.00 (five hundred thousand United States Dollars) debts in 3 facilities within 12 months.*
- Established strong banking relationships and created excellent credit relations with suppliers*
- Created Human Resources and Financial policies and procedures*
- Prudently invested ZIMRA rebates in the money market, resulting in a positive impact on the cash flow.*
- Managed to maintain legal relations with authorities e.g. ZIMRA*
- Gained valuable insight regarding various local sources of finance*
- Reduced costs by implementing variance analysis techniques*
Maintained business integrity by implementing ethical and professional procedures
- Managed to arrange favourable insurance plans for the company's assets*

Accounts Clerk, Fawcett Security Operations, January 1999 – July 2002

Fawcett Security Company is the biggest security company in the county with branches nationwide

Duties: -

- Debt collection;
- Vetting customers;
- Maintaining Debtors ledger;
- Produced weekly and monthly age analysis;
- Debtors reconciliations;
- Preparing debtors journals;
- Daily banking;
- Sending statements to customers;
- Attend to and solving customer queries.

Achievements

- *Reduced debtors' days from 57 to 43 days and significantly improved cash flow;*
- *Developed relations with slow paying customer until they updated their payments;*
- *Improved debt collection efficiency by advising the drawing of credit policy.*

Accounts Clerk, TEDCO Management Services, November 1996 – December 1998

EDUCATION

Association of Chartered Certified Accountants (ACCA)

Accountant in Business	Pass
Management Accounting	Pass
Financial Accounting	Pass
Corporate Business Law	Pass
Performance Management	Pass
Taxation	Pass
Financial Reporting	Pass
Audit and Assurance	Pass
Financial Management	Pass
Professional Accountant	Pass
Corporate Reporting	Pass
Business Analysis	Pass
Advanced Taxation	Pass
Advanced Audit and Assurance	Pass

HEXCO Higher National Diploma in Accounting

Financial Accounting 3	Credit
Cost and Management Accounting 2	Credit
Financial Management	Credit
Research Theory	Credit
Auditing	Credit

Zimbabwe Association of Accounting Technicians (ZAAT)**Diploma Level**

Financial Accounting 1	Pass
Cost Accounting	Pass
Management	Distinction
Communication	Credit
Business Law	Pass
Economics	Pass
Cost and Management Accounting	Pass
Auditing	Credit
Management Information Systems	Pass
Quantitative Methods	Pass
Financial Accounting 2	Pass
Taxation	

8 'O' Levels, Ngundu Halt Secondary School, 1991 – 1994**CURRENT STUDIES**

BSC. Hons. Degree in Applied Accounting- Project (March 2013)
Institute of Chartered Accountants in England Wales – September
2013
Certified Information System Auditor (CISA) – June 2013

COMPUTER PACKAGES

Pastel, Excel, Power Point, E-mail and Internet

HOBBIES

Reading, playing soccer and traveling

REFEREES

Frank Masiya
Finance Manager
Frog Cables
156 Seke Road
Graniteside
Harare
Tel: 002634-748378/9 or 00263772902744

Reverend Solomon Mawoyo
Station Chairperson
Murehwa Mission Centre
P. Bag 664
Murehwa
Tel: 0026327824133 / 00263772674681

Mr. Michael Mazhazhate
Group Human Resources Manager
Fawcett Security operations
Joliffe Road
Southerton
Harare
Tel: 002634-621121-9

Sithole Bikwaphi Bhekinkosi (Miss)
P.O. Box 82332, Doornpoort, 0017
19 Village 2, Twee Riviere Estate, Montana, Pretoria
Cell-phone Number: 073 102 4088 / 072 683 2717
E-mail: bikwaphis@gmail.com

PERSONAL DETAILS

Date of Birth	26 September 1986
Gender	Female
Nationality	South African
Marital Status	Not married
Driver's License	Code 08 / B
Languages (Speak, read, write)	Sepedi, English, Setswana
Availability	Immediately

COMPUTER SKILLS

Proficient in the following applications:

- Microsoft Office 2010
- Caseware Accounting Software
- Teammate
- Pastel Partner

TERTIARY QUALIFICATION

University	University of South Africa
Degree	Post Graduate Degree in Accounting (2014 - Present)

University	University of Johannesburg
Degree	B Com Accounting (2009) (Completed)
Major Subjects	Financial Accounting, Financial Management, Management Accounting, Taxation, Auditing

EDUCATIONAL QUALIFICATIONS

School Attended	Glen Cowie Secondary School Limpopo
Highest Grade Obtained	Grade 12 (2003)
Subjects	Sepedi, English, Afrikaans, Mathematics, Accounting, Economics (<i>All passed on Higher Grade</i>)
Distinctions Obtained	Accounting, Economics, Sepedi
Awards	Top Academic Student Best Achievement – Economics Best Average – Accounting
Leadership Roles	Captain, Tennis A-Team (2003) Member of Debate Team (2001 – 2003) Member of School Magazine, Lux Mea (2000 – 2003)

EMPLOYMENT HISTORY

1. Previous Employer	SizweNtsalubaGobodo Woodmead, Johannesburg
Position Held	Trainee Accountant / External Auditor
Duration	31 January 2011 – 31 January 2014
Reason for leaving	Training contract / SAICA articles completed

Main Activities

Financial Accounting:

- Preparation of monthly, quarterly and year end statutory/management financial statements prepared in accordance with SA GAAP and IFRS
- Month end closing and reconciliation of various balance sheet accounts.
- Preparation and maintenance of fixed asset schedule.
- Analysed financial information and explained variances and interpreted results timely and clearly.
- Attendance to compilation and review of income tax returns
- Attendance to correspondence with the SARS regarding payment arrangement, remission of interest charges and penalties, managing payments and lodgment extensions.

Auditing

- Audit the organization's statement of financial position, statement of comprehensive income, statement of cash flow and ledger accounts;
- Perform risk assessment during the planning phase of the audit
- Prepare and review system descriptions/process system of different entities to obtain understanding of the business flow
- Identifying controls and weaknesses from business process and recommend actions to improve control weaknesses
- Discussions of exception reports with management
- Performing stock counts to ensure inventories is valued correctly
- Performing physical verification on fixed assets to ensure that fixed assets listed on the fixed asset register exist and complete
- Review the financial documents to judge the liquidity, solvency and credibility of the organization;
- Draft management and audit report to point out the discrepancies within the data and make suitable suggestions to correct them ;
- Managing relationships between the audit partner/manager, the audit client and the audit team;
- Managing the audit budget and time constraints, by ensuring that subordinates adhere to the hours as allocated per the budget;
- Supervised, delegated and trained junior staff (up to 4 juniors per assignment).

Audit Client Portfolio

- National Empowerment Fund Trust (NEF)
- AllPay Consolidated Investment Holdings - A division of ABSA Bank Ltd.
- Transnet Freight Rail
- National Health Laboratories Service (NHLS)
- South African Vaccine Producers (Pty) Ltd

2. Previous Employer Royal Classic Trading (t/a Vodacom Vodashop)
 Polokwane, Limpopo
 Position Held Junior Accountant
 Duration 04 September 2010 – 11 January 2011
 Reason for leaving to pursue SAICA articles

Main Activities:

- Process invoices from suppliers
- Prepare monthly creditors reconciliations
- Perform general ledger to trial balance posting on Pastel
- Preparation of VAT returns and submission to SARS
- Prepare monthly payrolls and payslips on VIP Payroll system
- Submission of Monthly payroll returns (EMP201) to SARS
- Facilitated registration of EMP201 and UIF.

3. Previous Employer RT Mahonde Consulting
 Polokwane, Limpopo
 Position Held Junior Accountant
 Duration 01 April 2009 – 30 April 2010
 Reason for leaving Temporary Employment

Main Activities

- Manage the Petty Cash function
- Perform general ledger to trial balance posting on Pastel
- Monthly VAT calculation and submission of returns to SARS
- Salary Reconciliations and submission of monthly returns to SARS
- SARS submissions and liaison (e.g. tax clearance certificates)
- Human Resources and Payroll functions
- General Office Administration

REFERENCE

Mr. Thapedi Hlakotsa CA (SA)

Audit Manager
SizweNtsalubaGobodo Inc.
Cell-phone: 27 (0) 83 325 5376

Mr. Maneesh Gosai

Audit Manager
SizweNtsalubaGobodo Inc.
Cell-phone: 27 (0) 83 777 2401

Mr. Jabulani Baloyi

Supervisor
SizweNtsalubaGobodo Inc.
Cell-phone: 27 (0) 72 262 6133

Curriculum Vitae: Kervine Phiri

Personal Details

Contact address : 56 Castello, 8 Pampoenspruit,
Sonnegians, JHB, 2194
Johannesburg

Contact telephone : 078 246 2601; 076 249 8274; 072 721 2608

Transport : Own

Availability : Immediately

Computer Skills : SAP, Pastel , Navision, AS400, BAUD

Work Experience

Asset Audit Accountant,
PriceWaterhouseCoppers (PWC) - Combined Systems
November 2014 to date

Responsibilities

- Preparing the Fixed Asset Register for Modimolle Municipality
- Preparation of the Intangible Asset Register for the Department of Defence
- Maintenance of Limpopo Municipality Department Assets on BAUD system
- Bank Reconciliations

Financial Accountant,
InterPress Service Africa, - NGO
March 2012 to November 2014

Responsibilities

- Budgets and Forecasts – Preparation, Monitoring and Financial Reporting
- Preparation and submission of statutory reports
- Preparation of donor reports
- Maintenance of Fixed Asset Register
- Preparation of Local and Foreign Payments
- Office IT Administration
- Monthly and Annual Financial Reporting(multi-currency)
- Cashflow Projections and Cashbook management
- Working with External Auditors on end of year audits (multi-currency)
- Payroll Administration

Financial Accountant,
Tirani Business Solutions, - Service Industry
February 2010 to February 2012

Responsibilities

- Trial Balance, GL& Balance Sheet Reconciliations
- Maintenance of Fixed Asset Register
- Office IT Administration
 1. Weekly backups of data on 15 workstations
 2. Diagnosing and Resolving e-mail and network problems
- Monthly Reporting
- Office Administration
 1. Resolving HR related issues
 2. Arranging the CEO's diary
 3. Arranging travel, meeting arrangements for CEO.
- Cashbook maintenance
- Preparing VAT returns

- Working with External Auditors on end of year audits
- Payroll Administration (55 staff compliment)

**Bookkeeper/Assistant Financial Accountant,
Turnall Holdings, (Head Office) - Manufacturing Industry
January 2004 to January 2010**

Responsibilities

- Trial Balance, GL& Balance Sheet Reconciliations
 1. Checking accuracy of ledger postings.
 2. Authorising adjusting journals as correcting measures.
 3. Debtors and Creditors Reconciliation; Tax, FCA Bank Reconciliations.
 4. LC Bank reconciliation – 8 bank accounts
- Maintenance of Fixed Asset Register
 1. Ensure accuracy of Fixed Asset register
 2. Generating depreciation journal
 3. Monthly fixed asset reconciliations
- Monthly Reporting
 1. Producing the Monthly management report
 2. Producing the Flush report
 3. Producing the product profitability and efficiency reports(segmental report)
- Creditors
 1. Reviewing 40 creditors reconciliations
 2. Liaising with creditors for payments
 3. Preparing creditors reconciliations for 6 major raw material creditors
- Cash flow and Investments analysis
- Cashbook maintenance
- Yearly budgets preparation and drawing up of quarterly forecasts
- Preparing VAT and Tax returns
- Preparing Statutory Accounts(Historical and inflation adjusted)
- Working with External Auditors during Half year & end of year audits
- Supervision of Daily Banking
- Supervision of 5 Finance Staff

Professional Qualifications and Education

1) BCompt Honours Financial Management with Unisa: Current Study

2) BCompt Degree with UNISA

3) SAP FI-Certification (S0010463893)

4) Institute of Chartered Secretaries and Administrators (ICSAZ)

Levels passed:

Introductory
Professional Level

3 Advanced Level passes

8 'O' Level passes

Referees

Ms K.Makombe
Regional Director
IPS AFRICA
Tel: +27 11 783 1494
Cell: +27 73 353 2682
Email: klmakombe@gmail.com

Mr M Manjoro
Finance/Admin Mgr
TURNALL HOLDINGS
Tel: +27 11 051 6728
Cell: +27 84 521 9380
Email: manjorom@turnall.co.zw

Mrs Mabafokeng
Office Manager
Tirani Business Sol
Tel: +27 11 312 3970
Cell: + 27 73 887 7738
Email: mabafokeng@tirani.co.za

CURRICULUM VITAE

OF

**LEKOTO SYDNEY
KGARIPANE**

CURRICULUM VITAE

OF

LEKOTO SYDNEY KGARIPANE

PERSONAL DETAILS

Name : Lekoto Sydney
Surname : Kgaripane
Date of Birth : 02 August 1982
Identity Number : 8208025599086
Nationality : South African
Gender : Male
Marital Status : Married
Criminal Offence : None
Home Language : Sepedi
Driver's License : Code 10
Languages Ability : Language Read Write Speak
Sepedi Good Good Good
English Good Good Good
Afrikaans Poor Poor Poor
Hobbies : Playing Volley Ball & Listening Music
Health : Excellent
Residential Address : 875 Masehlaneng
Vaaltyn Location
Mokopane
0600
Postal Address : P.O. Box 774
Mahwelereng
0626
Cell : 076 472 8915
082 712 4131
E-mail Address (P) : lekotok@gmail.com
(W) : lekoto.kgaripane@combinedsystems.co.za

ACADEMIC DETAILS

Matriculated : E-DU College (Pretoria)
Certificate : National Senior Certificate
Year Completed : 1999

TERTIARY STUDIES

Name of Institute : Damelin Distance Learning
Course Completed : B Com in Accounting

Year of Completion : 2007
Name Institution : Hatfield Business & Computer College
Module Passed : Pastel Beginners

Company : PricewaterhouseCoopers Combined Systems
Branch : Menlo Park Pretoria
Position : Accountant/Consultant Assets
Duration : 11 March 2013 to date
Duties:

- **Compiling Fixed Asset Register for Limpopo Department of Education (Turnaround strategy), Reviewing monthly reconciliations prepared by the department, Review the assets verification reports & raising exceptions on record of work done by the department in assets for correction, Consolidating the verification data into Fixed Asset Register Drafting progress status report on assets management biweekly to the departmental CFO and team leader, assist the department in preparing responses to audit queries raised by Auditor General, addressing audit queries raised by the Internal Audit and Ensuring the Department submit required information on assets management to Auditor General & Internal Audit within the set timeframe for 2012/2013 Financial Year and 2013/2014 Financial Year.**
- **Auditing of the May 2014 national general elections(IEC), by ensuring completeness and accuracy of the results**
- **Compiling of Fixed Asset Register for various departments in Limpopo province using BAUD system 2013/14 and 2014/15 financial years.**
- **Performing reconciliations of Fixed Asset Registers**

- **Ensuring that internal controls are effective**
- **Identifying risks during the process of asset verification and exception clearing, putting together the mitigating factors to the risk identified and recommendations for the client to implement (risks will be included in the progress status report.**
- **Issuing a workshop to Asset Management Officials on how to perform asset verification and compiling fixed asset register**
- **Assisting the department to draft asset verification and exception clearing plan**
- **Ensuring compliance of laws and regulations, policies & procedures of our clients(PFMA, Treasury Regulations and GRAP)**
- **Reporting to the Chief Financial Officer; Departmental Administrator (Department of education) and Project Manager (PwC) on the gaps & errors identified and way forward in assets management unit.**

- Identifying risk on the asset management process flows and policies.



Trish Pillay CA(SA) (Team Leader and contract-in for PwC)
Associate Director
Business Innovation Group
079 529 7721

Sharon Naude
Project Manager
PricewaterhouseCoopers Combined Systems Pty (Ltd)
084 500 5866

Nasreen Mosam
Senior Manager (IEC Audit)
PricewaterhouseCoopers Pty (Ltd)
082 466 2849

Company	: Auditor General of South Africa
Branch/office	: Polokwane
Position	: Trainee Accountant
Duration	: 01 January 2009 to 31 December 2010
Position	: Auditor
Duration	: 01 January 2011 to 31 December 2012
Duties	: Auditing of Annual Financial Statements & System Descriptions of the Following Departments & Municipalities and Specializing in the Following Components-

(1) Auditing of Expenditure, Procurement (Goods & Services and Awarding of Bids/tenders) & Compliance in the Limpopo Department of Public works 2008/09 Financial year (2) Audit Planning; Auditing of Transfer payments & Compliance in the Limpopo Department of Education 2009/10 financial year (3) Auditing of Expenditure, Procurement (Goods & Services and Awarding of Bids/tenders) & Compliance 2008/09 Financial year in the Capricorn District Municipality (4) Audit Planning & Auditing of Employee Related cost(Leave, Salaries, Annual Bonuses, Councilors Remunerations, Employee Allowances, New Appointments, Overtime, Section 57 Managers, Termination of Employment) 2009/10 Financial year in the Capricorn District Municipality; (5) Audit planning in the Lepelle-Nkumpi Municipality 2009/10 Financial year; (6) Audit planning & Auditing of Receivables, Payables, Expenditure, Presentation & disclosure and Reporting in the Limpopo Office of The Premier 2010/11; (7) Audit planning & Auditing of Revenue, Bad debts, Consumer deposit; Receivables, Long-term Debtors, Presentation & Disclosure and Reporting in the Greater Tzaneen Municipality 2010/11 Financial

year; (8) Audit Planning in the Limpopo Department of Education 2011/12 Financial Year; (9) Audit Planning and Auditing of Procurement (Goods & Services and Awarding of Bids/tenders) Subsistence & Travel allowance, Expenditure and Presentation & Disclosures in The Financial Statements in the Limpopo Office of The Premier 2011/12 Financial Year; (10) Audit planning & Auditing of Revenue, Bad debts, Consumer deposit; Receivables, Long-term Debtors in the Greater Tzaneen Municipality 2011/12 Financial year.

- Evaluating the results of audit testing and determine whether enough evidence has been gathered to support the conclusion of work done.
- Reporting to management(client) on issues and audit queries raised during the audit
- Ensuring compliance of laws and regulations, policies & procedures of our clients(PFMA, MFMA, Treasury Regulations, Division of Revenue Act, Public Audit Act and GRAP)
- Knowledge of Teammate
- Reporting to the audit manager on Audit matters arising during the audit.
- Responding the quality review notes.

Seroba Malepe
Audit Supervisor
Auditor General of South Africa (Polokwane)
Contact: 072 321 3557

Company : Mogalakwena Municipality
Position : Finance Intern
Duration : 15 July 2008 to 31 December 2008
Department : Budget & Treasury office
Duties : Bank reconciliation; Assets; Investments and Insurance of Municipal Assets

- Responding to audit queries related to Budget & Treasury Department
- Transferring municipal money into different municipal bank accounts and investment accounts
- Reporting to the Manager Budget & Treasury and the CFO on Budget & Treasury Department Related Matters

Yvonne Mathabatha
CFO
Mogalakwena Municipality
Contact: 082 578 5978

RAYTO MARK

108, Magazyn Street, Polokwane - 0699

☎ Mobile: +27 73 668 4731

✉ raytomark@combinedsystems.co.za

✉ raytomark@gmail.com

OBJECTIVE

To attain the highest levels of professional excellence when working individually or within a team on challenging projects using cutting edge technologies and in doing so contribute to the organization effectively

SUMMARY OF SKILL SET

- Excellent logical and analytical skills acquired through Masters degree in Commerce
- Good verbal and written communication, interpersonal skills, ability to work independently, highly motivated and enthusiastic with strong commitment to quality and customer service
- Good organizational, management and administration skills achieved through professional training and years of experience
- Good Negotiation skills when dealing with major contracts, experience in tender process, supply chain management and able to thrive and perform well under tremendous pressure to meet targets
- Knowledge of infrastructure accounting in provincial government departments, Treasury regulations, Infrastructure Reporting Module (IRM) and PFMA Section 42 transfer process
- Knowledge and expertise in Microsoft Office Applications (Excel, Word and Power Point)
- Knowledge and expertise in Asset Management and compiling of Fixed asset register as well as verification of assets
- Strong teamwork philosophy as well as sound knowledge of employee relations, HR matters, Labor laws, SARS - PAYE, VAT and UIF
- Excellent understanding and experience with accounting software, Internet and Emails
- Knowledge and experience in BAUD Asset management

DEMONSTRATED SKILLS AND ACHIEVEMENTS

Fixed assets

- Compiling of Movable assets register, reconciliation of BAS and Fixed Asset register additions/disposals, fair valuing of assets at zero value, reconciliation of fleet vehicles with enatis and wesbank reports at department of education in Limpopo
- Developed an asset verification template, compiling of verification reports and review of the asset register complied in terms of National treasury guidelines and Public Finance Management Act
- Assist with the verification of movable assets at various departments in limpopo using PWC BAUD system, reporting and clearing of exceptions and training of officials on the BAUD asset management system
- Reconciliation of current fixed asset register to the annual financial statements submitted for AGSA audit and the PWC BAUD system generated asset register at various departments

AFS and Audit

- Disclosure Notes on Movable and Immovable assets for FY 2012-2013 at Limpopo Department of Education
- Assist with AG audit queries and review of management response for FY 2012-2013
- Audit of 2014 National and Provincial elections held in April 2014

Computer

- Excellent knowledge of **MS Excel** and **Word**

Accounting software

BAUD Asset Management System, Softline Pastel, Pastel Payroll & Evolution Payroll, MYOB and Tally

Communication

- Strong communication and relationship development skills
- Liaised with Provincial Treasury, government departments, banks/financial institutions, department of health/social development, department of Labour, workmen's compensation, private health organisations, retirement annuity funds, short term insurance brokers and business clients to assist solve, comply with statutory laws, report problems and co-ordinate internally with colleagues to prepare reports and submissions to the audit committee, directors and project managers

Planning and organising

- Demonstrated initiative, independence, planning and organising skills during my role in assisting with the installation of PWC BAUD Asset management system at various institutions within the department of Health in Limpopo province

PROFESSIONAL EXPERIENCE

Accountant

Employer: Blue Square Brokers Pty Ltd

Client: Price Waterhouse Coopers, Polokwane, Limpopo

Industry-focused assurance, advisory and tax services to public, private and government clients in all markets

Key Responsibilities

- **Limpopo Trunaround Project**
- Assist with AGSA audit queries and review of management response at department of education in Limpopo
- Compiling of fixed asset register, additions, transfers and disposal of assets, Disclosure notes on movable, immovable assets, and assist with Annual financial statements at department of Education
- Reconciliation of BAS to Fixed Asset register additions/disposals and Infrastructure Reporting Module (IRM) on a monthly basis
- Compiling of supporting documents to facilitate Section 42 transfer of completed infrastructure capital projects to the department of public works, assist and provide training to department staff on compiling the infrastructure asset register and work in progress
- **Limpopo Asset Management Project**
- Knowledge and expertise in Bar-Coded Asset Audit (BAUD) software using scanners
- Verification of movable assets using PWC BAUD system, compiling of verification reports and review of the asset register complied in terms of National treasury guidelines and PFMA, reporting and clearing of exceptions and fair valuing of assets
- Generating of inventory list and other management reports
- Training of officials at various departments on the BAUD asset management system
- **Modimolle Municipality**
- Assist with Bank reconciliation at Modimolle Municipality

Accountant

Diocese of Pietersburg

A Public Benefit Organisation registered under section 30 of the Income tax act with 14 other related organisations in the field of education, health, farms, accommodation, training and retreat centres

Key Responsibilities

- Office administration, managing documentation and filing system
- Oversee the book keeping of all institutions, consolidation of parish accounts and reconciliation statement for all inter institutional accounts
- Bank reconciliation, payroll, invoicing and accounts payable/receivable
- Oversee all statutory payments, salaries and wages, processing of monthly payslips and filing of Pay As You Earn, Unemployment Insurance Fund and Value Added Tax returns
- Fleet Management - purchasing, registration and licensing of new vehicles, servicing and maintenance of vehicles, assessment, valuation and sale of vehicles

EDUCATION AND QUALIFICATION

CA Intermediate/Accounting Technician Certificate

Institute of Chartered Accountants

Post Graduate degree in Commerce

Assessed as equivalent to a South African Master's degree in Business Administration by South African Qualifications Authority (SAQA)

Bachelor of Commerce

Assessed as equivalent to a South African Bachelor's degree in Cost Accounting by South African Qualifications Authority (SAQA)

REFERENCES

Sharon Naude

Senior Manager,

PWC Combined Systems Pty Ltd

Menlo Park, Pretoria

084 500 5866

Sharon.Naude@combinedsystems.co.za

Francois Nel

Blue Square Brokers Pty Ltd

Central Office Park

Building No 6

257 Jean Avenue, Centurion

012 664 0546

francois@blue-square.co.za

Trish Pillay

Project Manager

Limpopo Turn Around Project

Mobile: 079 529 7721

trishantanie.pillay@gmail.com

CURRICULUM VITAE

OF

MANGANYE N'WAMANAVELA SHALATI FAITH

CURRICULUM VITAE

PERSONAL DETAILS

Surname : **Manganye**

First name(s) : **N'wamanaveia Shalati Faith**

Postal address : **PO Box 2031**
Lebowakgomo
0737

Identity number : **8805260842087**

Date of birth : **26/05/1988**

Gender : **Female**

Marital status : **Single**

Driver's licence : **Code 08**

Nationality : **South African**

Own car : **Yes**

Home language : **Tsonga**

Other languages : **English, Zulu, Sepedi**

Fully bilingual : **English and Sepedi fluently written and spoken.**

Completed articles : **Yes**

Health Status : **Excellent**

Memberships : **South African Institute of Chartered Accountants**
(Membership number: 20006239)

Hobbies : **I enjoy all social activities, mostly planning**
Events, socialising and reading

EDUCATIONAL BACKGROUND

YEAR	INSTITUTE	MAJOR SUBJECTS AND GRADES	QUALIFICATION
Currently studying (To complete November 2014)	University of Johannesburg	Accounting, Taxation, Financial Management, Auditing	Bachelor of Commerce in Accounting (Chartered accountant stream)
2005	Waterberg High School	Mathematics HG, Geography HG, Economics HG, Accounting HG, English HG, Sepedi HG, Business Economics HG.	Matriculation

TRAINING AND DEVELOPMENT

- **Currently enrolled with University of Johannesburg**
- **Basic and Advance word and excel with Waterberg, UJ and Mazars**
- **Case ware with Mazars**
- **Auditing and personality skills WOW Academy**
- **Numerous in house training courses on tax and accounting standards, 2009 – current**
- **In-house people management and team leading courses**

Key competencies and experience gained:

As a Trainee Accountant at Mazars I have been involved in the audit of various organizations for five years. This experience has taught me team work, professional behaviour, soft skills, adherence to deadlines, working under pressure and for long hours, business internal controls and risk management and managing of audit teams and project management skills.

Through my career I have acquired knowledge and application of the following legislations:

Company's Act, Income tax Act, Public Audit Act (PAA Act)

CAREER PROGRESSION AND EXPERIENCE

Employer and dates of Employment	Position	Summary of Experience
Mazars (12 January 2009 to 20 December 2013)	Trainee Accountant	External Audit (Refer to the professional experience below)

PROFESSIONAL EXPERIENCE

MAZARS:

Key responsibility	Experience
Auditing	<ul style="list-style-type: none">• Planning audits• Obtaining an in-depth knowledge and understanding of client operations• Assessed client processes to identify risk• Setting budgets for audits• Obtaining knowledge about the accounting system and controls• Liaising with junior and senior client staff• Performing controls testing and substantive procedures at clients• Audit work on account balances and transactions• Directing and supervising audit team• Where controls are deemed inadequate, raise audit finding.• Evaluate controls for

	<p>adequacy, ensuring that any compensating controls are identified</p> <ul style="list-style-type: none">• Determine business impact of inadequacies and/or ineffectiveness of controls (risk).• Coaching and developing audit team members• Reviewing work of junior staff• Coordinating audits• Finalisation of audits• Preparing reports to clients• Assisting clients with disclosure requirements of financial statements• Review of annual financial statements in terms of IFRS and statutory requirements• Compiling a summary of the audit results and writing audit reports• Reviewing and recommending improvements to the control environment.• Reviewing of reconciliations• Providing tax advice, compliance and internal control recommendations to clients.• Resolving audit queries• Communication with audit manager and partner
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	regarding the audit progress
Financial Accounting and Financial Management	<ul style="list-style-type: none"> • Preparing of annual financial statements in terms of IFRS and statutory requirements • Reconciling all general ledger accounts • Recommending adjusting journal entries to misallocations

MAIN CLIENTS SERVICED

- **Litha Healthcare Group**
- **Infrasors**
- **Accolade Construction**
- **Easigas**
- **Thales South Africa**
- **Alpha Holdings Group**
- **Doshi Group**
- **CRH Continental**
- **Publicis South Africa**
- **Autoquip Group**
- **Crown Worldwide Holdings**

REFERENCES

Name : **Sam Gower-Jackson**
Organisation : **Mazars**
Position : **Senior Audit Manager**
Contact numbers : **011 547 4000/084 764 2897**
Email : **sam.gower-jackson@mazars.co.za**

Name : **Sulaiman Hassan**
Organisation : **Mazars**
Position : **Senior Auditor**
Contact number : **011 547 4000/082 722 2307**
Email : **Sulaiman.hassan@mazars.co.za**

Name : **Nicolene Reddy**
Organisation : **Easigas (Former audit supervisor at Mazars)**
Position : **Junior Accountant**
Contact number : **011 389 7702/082 858 6492**
Email : **Nicolene.reddy@easigas.co.za**

MOTIVATION:

- **I believe that I am a versatile individual who can adapt to any situation or environment and thrive therein.**
- **I strongly believe that I am a people's person and enjoy working in teams.**
- **I have been running audit teams for the last 3 years and am thus familiar with team leadership and responsibility.**
- **I am an incredibly responsible employee who always ensures any task is done to the best of my and my team's ability.**
- **I am a fast learner and this leads to me being highly efficient.**
- **I am always punctual, I am a very proud and neat person, and this shows in the high calibre of work that I always present.**
- **The thought of a new challenge or problem excites me.**

2014

Curriculum Vitae - Bulelani Songezo Ngwenze

Prepared By:
Bulelani Ngwenze
84 king street
Butterworth
Cell: +27 (0) 73 912 2103
Email: bulelani.ngwenze@gmail.com

BULELANI S. NGWENZE

Dear: Sir/Madam

My experience and management skills are surpassed only by my enthusiasm to effectively meet the challenges before me. I am seeking new and stimulating opportunities within a corporation that offers opportunity for advancement. The enclosed C.V. reflects a dynamic achiever eager to put knowledge and expertise to work in a fast-paced environment where performance affects the bottom line.

As you will discover, I am a highly capable individual with more than five years of asset management and technical consulting experience. I've worked for two companies in which I've quickly trained and advanced through the ranks. A management style that incorporates motivation through positive feedback and support plus straightforwardness and open communication that builds trust and fairness. Additionally, the following personal characteristics would benefit any employer

- Strong belief in company loyalty and professional integrity support a superior work ethic
- Logical thinking and ability to determine overall picture, aid in making decisions and solving problems.
- A strong leadership model and positive attitude motivate others to higher levels of performance
- Ability to effectively delegate and monitor employees and tasks simultaneously increases efficiency
- Follow-up and follow-through ensure positive outcomes
- Readiness to accept change and embrace new ideas illustrates flexibility
- Friendly, personable, yet professional demeanour, enhances peer, employee, and customer relations

You will find me an excellent candidate with whom a personal interview would be beneficial. Thank you for your time and consideration.

Sincerely,

Bulelani S. Ngwenze

PERSONAL PARTICULARS

Name (in full) : Bulelani Songezo Ngwenze
Marital Status : Married
I.D. Number : 781220 5244 081
Home Address : 84 King Street Extension 6 Butterworth

Personal Competencies

- Business Development Services for small, medium and micro enterprises.
- Development and management of internal control systems.
- Contract lifecycle management.
- Fixed assets specialist.
- Setting up of accounting systems at micro and macro enterprise level.
- Dealing with the Receiver of Revenue.
- Establishment of enterprises and comprehensive capacity building.
- Field research using qualitative and quantitative methods
- Due diligence reviews and Feasibility Studies
- Local Economic Development Strategies.
- Financial Statements up to Balance Sheet.
- Writing business plans.
- Learnership management and implementation.

EDUCATION & PROFESSIONAL QUALIFICATIONS:

1996 All Saint Private College, Bisho

CURRICULUM VITAE

Matriculation

2003 Walter Sisulu University of Technology, Umtata.
Bachelor of accounting Sciences

PROFESSIONAL EXPERIENCE – TO DATE

2006 (1 st December 2006 to 30 September)	
Position	Fixed Assets Accountant
Employer's Address	Cnr. Crownwood and North Parkway road, Ormonde Johannesburg South
Employer's Telephone Numbers	+27 (0) 11 248 1551
Fax Number	+27 (0) 86 538 0709
Immediate Supervisor	Thembi Tshabalala
CASHBUILD SA (PTY) LTD	
<p>My duties are: Capex /Disposal Approval</p> <ul style="list-style-type: none">- Approval of Fixed assets purchases for capitalization adhering to the Company policy standard and requirements. <p>Reporting:</p> <ul style="list-style-type: none">- Monthly reconciliation of FAR and General ledger reports timely for Pre -Release deadlines.- Prepare and present half-year and year end lead schedules for External Auditors accurately and timely.- Prepare and present Monthly Profit and Loss reports for Pre - release meeting.	

CURRICULUM VITAE

- Prepare and present Wear and Tear Reports for monthly Pre - release.
- Prepare and present Monthly commitment reports per country for board focus meetings.
- Prepare and present Net Book Value registers for feasibility presentation to board.
- Any adhoc reports required by management.

Maintenance of Fixed asset and Tax register:

- I ensure monthly depreciation run is done timely accurately every month.
- I ensure profit and loss calculations are done accurately and vat invoices are raised monthly.
- Ensure daily capturing of additions, disposals and transfers are done accurately.
- Asset revaluations and reclassifications.
- Manage and drive the assets verification and tagging process as per the Cashbuild way standards.
- Reconcile FAR by countries to the General Ledger.
- Assist Financial accountants and Financial Managers with all assets related queries.

Other Duties include:

- Fixed assets Policy analysis and re-construction for process flow improvement according to Best practise standards.
- Create Capital Projects
- Load budgets
- Managing the companies Capital Budgets for new projects/store and existing stores.
- Run the depreciation forecast Annual budgets for all stores by category for new financial years.

PAST WORK EXPERIENCE

Labat Traffic Solutions (Nov 2005 – Nov 2006	Accountant I joined the companies finance team in 2006 as a Junior Accountant. My duties were as follows <ul style="list-style-type: none">• Preparation of financials for the consolidation.
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CURRICULUM VITAE

	<ul style="list-style-type: none"> • Fixed assets management, since joining the department I successfully developed benchmark asset register. • Creditors control and payments • Debtors control and invoicing. • Reconciliations • Cash flow projections
<p>Labat Traffic Solutions (Feb 2005 – Nov 2005)</p>	<p>Operations Supervisor</p> <p>As part of law enforcement Labat was contract to various metros in South Africa to provide cutting technology in traffic fine generation, enforcement and payments. This was provided by means of supplying speed cameras both mobile and permanent and licence plate recognition system for roadblocks. The company was also responsible for providing back office support to the metros and municipalities in by providing and maintaining film development equipment, verification and capturing equipment.</p> <p>As an operations supervisor my duties where to</p> <ul style="list-style-type: none"> • Co –ordinate and train traffic officers with the use of cameras and the licence plate recognition system (LPR). • Assist traffic officers with the use of the LPR at roadblocks. • Train and assist officers with the development off all traffic violations captured on camera. • Ensure that the companies technology is being well looked after. • Manage and maintain relationships with relevant stake holders so • as to good working relations and renewals of contracts.
<p>Fisher Hoffman PKF 2003 (Feb – April)</p>	<p>Trainer and Group supervisor (3 months contract)</p> <p>I was involved in a pilot project to establish human resource registries for</p>

CURRICULUM VITAE

	<p>the Eastern Cape Department of Health.</p> <p>My duties where to</p> <ul style="list-style-type: none">• Analyse and interpret the National Minimum Information Requirements Act.• Workshop and train all Eastern Cape registry clerks on how interpret and implement the act.• Assist each district in setting up its own pilot human resource registry.• Ensure that skills are transferred to the clerks so as to ensure continuity.
<p>Fisher Hoffman PKF 2003 (May –June)</p>	<p>Audit Supervisor (<i>Two months contract</i>)</p> <p>I managed and supervised a group 20 people in a' Forensic Audit on Overtime and 2nd and 3rd notch" awarded.</p> <p>My duties included</p> <ul style="list-style-type: none">• Analysing and interpreting the act and policies in regards to overtime.• Forensic analysis of all departments employee files so as to ascertain the award of notches.• Report on irregularities found

CURRICULUM VITAE

<p>Fisher Hoffman PKF 2003 (July – Sept)</p>	<p>Trainer and Group supervisor (<i>3 months contract</i>)</p> <p>I was involved in a pilot project to establish human resource registries for the Eastern Cape Department of Health.</p> <p>My duties where to</p> <ul style="list-style-type: none">• Analyse and interpret the National Minimum Information Requirements Act.• Workshop and train all Eastern Cape registry clerks on how interpret and implement the act.• Assist each district in setting up its own pilot human resource registry.• Ensure that skills are transferred to the clerks so as to ensure continuity.
<p>Fisher Hoffman PKF 2002 (Sep –Nov)</p>	<p>Audit consultant (<i>Three months contract</i>).</p> <p>I did an 'As is Audit' of all support services in hospitals for the Eastern Cape department of Health. My duties included the</p> <ul style="list-style-type: none">• Physical verification of the hospital non core services i.e. Catering, Laundry, Security, Stores, Cleaning & Gardening, Mortuary, Waste disposal and procurement.• Inspection of all tools of trade.• Interviewing staff on their work condition.• Comparison to best practise.• Benchmark cost and methodologies to best practise.• Conduct interviews with local suppliers.• Establish a database of local suppliers.• Make recommendations.

CURRICULUM VITAE

	Hospitals that I was responsible for where Butterworth hospital, Umtata General hospital, Nelson Mandela Academic hospital, All Saints Hospital and Saint Elizabeth hospital.
Yugi Enterprises, 2000	<p>General manager for Mr Yugi's businesses (SMME).</p> <p>These business entailed two restaurants/take away and a clothing shop.</p> <p>My duties where to:</p> <ol style="list-style-type: none"> 1. Establish new business 2. Manage and maintain existing current client base 3. Staff training and skills transfer. 4. Establish and maintain internal controls. <p>When I started at Yugi enterprise the company was in the red and in my stay I turned the situation around and in four months we broke – even and after six months profits where steadily growing.</p>

SOFTWARE PACKAGES/COMPUTER SKILLS

Package	Competency
SAP	Excellent
Microsoft Word	Excellent
Microsoft Excel	Excellent
Microsoft PowerPoint	Excellent
Great Plains	Excellent
Axapta	Excellent
Pastel	Fare
BAS	Fare

CURRICULUM VITAE

LANGUAGES

Language Capability	Speak	Read	Write
English	Excellent	Excellent	Excellent
Xhosa	Excellent	Excellent	Excellent
Zulu	Excellent	Excellent	Excellent

WORK REFERENCES

Name & Surname	Organisation	Telephone Number	Email address
Liezl Pretorius	Cashbuild	+27 (0) 82 851 1781 +27(0) 11 248 1631	lpretorius@cashbuild.co.za
Thembi Tshabalala	Cashbuild	+27 (0) 83 691 7482 +27 (0) 11 248 1662	Ttshabalala@cashbuild.co.za
Lonwabo Qina	The DTI	+27 (0) 82 446 2705 +27 (0) 12 394 5459	LQina@thedti.gov.za (Personnel reference)

CURRICULUM VITAE

34 Zone 6 Ext 1
Residensia
1984
ID:840519 0256 084

Valencia Masabata Mphuthi

Education

**In process University of South African
B Compt in Financial Account
Financial Accounting**

Vereeniging

Economics
English for academic purposes
English Proficiency
Registered Subjects :
Accounting Information Systems
Intro to Financial Maths
Financial Accounting reporting
Communication in Business Contexts

**2007 Durban University of Technology
National Diploma in Internal Auditing
Financial Accounting I, II and III
Internal Auditing I, II and III
Cost and Management Account I and II
Taxation (Module 1 & 2)
Business Management I
Academic Literacy in Science I
Corporate Law
Business Law
End User Computer (Module 1 & 2)**

Durban

**2002 General Smuts High School
Matric Certificate
English
Afrikaans
South Sotho
Accounting
Business Economics
Mathematics
Biology**

Vereeniging

**Professional
experience**

14 Feb 2011 – Currently

Anglo American

New Vaal Colliery

Snr Accounts Assistance (TEMP)

- Maintain & reconciled monthly account payments
- Prepare debit notes (intercompany) and non order payments
- Prepare invoices for payments (order & non order invoices)
- Maintain Cash Book Register daily
- Handle Company Petty Cash (R7 500)
- Submitting invoices for payment to creditors
- Check monthly remittances
- Submitting quarterly stats at head office
- Prepare payments for contractors
- Capital Payment
- Submit quarterly stats at Head Office
- Check whether invoices are been paid on Ellipse
- Check queries on TCP
- Prepare KPI Book contacts
- Prepare manual invoices & re-charges (Red ticket, Accommodation and Telephone for contractors)
- Processing of journals according to agreed timelines
- Prepare & submit Payroll, Debtors & Creditors reconciliations
- Preparing VAT 201 return & Non claimable vat
- Assisting with preparing LAC entries
- Assisting with updating Asset register
- Assist Financial Accountant in completing interim and year-end tax packs
- Uploading Trial Balance to Hyperion Financial Management(HFM)
- Apply relevant procedures and controls
- Handle financial queries of internal and external customers
- General administration and office tasks
- Dealing with supplier queries in a courteous, efficient and timely manner

29 Nov 2010 – 11 Feb 2011

Interpark SA Pty LTD

Pretoria – North Park Mall

Car Park Manager

- Oversee the staff to ensure management goal are met
- Submitting daily documents and banking
- Ensure all maintenance is performed on equipment
- Evaluate staff
- Organizing parking lease agreements for new tenants
- Managing monthly parking revenue of car park
- Responsible for all on site payments and banking
- Working close with Landlord and Centre Management
- Communication and client liaison

19 Oct 2009 – 24 Nov 2010

Interpark SA Pty Ltd

Durban

Assistance Office Administrator/Debtor Clerk

- Compilations of reports in excel / word
- Data capture, checking/analysis of data, invoicing
- Processing of data and the capturing thereof
- Telephonically communicate with customers and
- Debtor controller

- Prepare invoices to be signed by Regional Manager then send to Head Office
- Assist with month end report (MANCO)
- Prepare cheques
- Assist with office admin
- Monthly billing
- Assist with reception

01 May 2008 – 09 Oct 2009

Mzimela & Co. Chartered Accountants (SA)

Durban

Internal Auditor

- Planning audit activities and assisting with risk analysis
- Documenting all relevant systems, procedures, operations, transaction flows activities identified by the audit plan
- To make recommendations on the systems and procedures being reviewed, report on the findings and recommendations and monitor management's response and implementation.
- Preparing draft Internal Audit reports
- Reporting to the Internal audit Supervisor

07 Feb 2008 – 30 Apr 2008

Nkanyezi Accounting Services

Durban

Bookkeeper

- Processing of invoices, bank statements to trail balances on pastel
- Compiling Annual Financial Statements on case ware
- Preparing & submitting IT12 , IT14, EMP201 & VAT201 Returns
- Objecting on SARS assessments
- Preparing of management accounts

11 Dec 2006 – 30 Apr 2008

MTN (Interaction)

Durban

Call Center

- Control the scheme
- Calculate and generate monthly premium billings
- Performing monthly premium recons
- Follow up on arrears and unpaid premiums

Computer Packages

- MS word 2007
- MS Excel 2007
- MS PowerPoint
- HFM (Hyperion Financial Management)
- Pastel v 2009
- Case ware
- Ellipse

References

Fatima Khanyile

Supervisor Bookkeeping: Mzimela & Co.
071 410 3170

Slindile Pakkies

Supervisor Internal Audit: Mzimela & Co.
033 342 4921 / 072 466 5137

Liz Lowler

Admin Manager: Interpark SA Pty Ltd
031 368 1133



Appendix 5:

PREVIOUS EXPERIENCE AND REFERENCES

**KNOWLEDGE
EXPERIENCE
RESULTS**



Appendix 5:

PREVIOUS EXPERIENCE AND REFERENCES

Employee, Client, Period, Contact	Description of Work	Period
<p>Sharon Naude</p> <p>Limpopo Provincial Treasury</p> <p>Mr. Malatji 082 330 6337</p>	<p>Sharon worked for PwC as Project Manager on this project.</p> <p>The project involved all 13 Department in the Limpopo province that has been placed under administration.</p> <p>Sharon managed 25 Group Leaders and Team Leaders that was deployed within the region at the various departments.</p> <p>The team was responsible for the implementation of verification software and the transfer of skills at the various departments. The team worked with about 200 employees whom they trained.</p> <p>After all data collections performed during the verification process, data link and balance had to take place in order to replace the client's previous registers with updated information.</p>	<p>2013-2014</p>
<p>Sharon Naude</p> <p>City of Twhane</p> <p>Elane Richards 012 358 0087</p>	<p>PwC was appointed as in 2007/2008 to compile a GRAP compliant asset register.</p> <p>Sharon was assigned to this two year project at Tshwane Municipality (Tshwane).</p> <p>She was the Team Leader for the Financial Work stream, which included the financial processes and ensuring GRAP Compliance relating to Useful Life adjustments, impairments, disposals and componentisation of assets.</p> <p>This project included the reconciliations between the fixed asset register (BAUD) and the financial system (SAP) for the 2009/2010/2011/2012 financial years and included about 200,000 assets. Part of the project included reconciliations between Tshwane's Stand Alone systems and the SAP Asset Register. Also included in the project scope was ensuring GRAP compliance of the following three municipalities for the incorporation</p>	<p>2009-2012</p>

	into the Tshwane Asset Register: Nokeng, Kungwini and Metsweding.	
Joan Twala IEC Danie Fourie 082 566 0047	Joan Twala formed part of the PwC team that was appointed as service provider and auditor of the IEC elections held in 2011. Joan was appointed to Manage this project, by providing the following services: <ul style="list-style-type: none"> • Ensure ballot printing • Reviewing all registrations and ensure quality assurance. • Ballot paper distribution to all voting stations through-out nine provinces. The quality assurance process involved the verification of Candidate Registration and Verification Process, the monitoring and Managing Ballot Paper Printing and monitoring and Verification of Ballot Paper Deliveries.	2011
Joan Twala Department Basic Education Danie Fourie	Joan conducted quality assurance on the update of the National Education Infrastructure Management Systems for the Department of Basic Education, in the effort to update the baseline studies that were conducted in 2005 to 2007.	2011
Sharon Naude Department of Defence CAPT (SAN) Putter 012 355 5509 084207 4558	Sharon Naude was Project Manager on the Intangible asset project. Sharon managed this project by ensuring that the client received an unqualified audit opinion on their Intangible asset register. This was a highly technical project as it involved the update of current processes, writing methodologies on the Fair valuation of Intellectual Property and the completeness checks of all Intangible assets that included Intellectual Property. Project value was more than R30 million. The client received a clean audit report in their 2014/2015 financial year.	2014-2016
Joan Twala Department of Defence CAPT (SAN) Putter	She was involved with the Department of defense on an asset management project. Her responsibilities include the following: <ul style="list-style-type: none"> • Data purification for the Department of defense, 	2013-2014

<p>012 355 5509 084207 4558</p>	<ul style="list-style-type: none"> • Both manual and electronic verification of assets for the DOD, • Reconciliation of BAUD to BAS for year-end purposes, • Delivering an accurate electronic asset register for year-end audit purposes to the Auditor General. <p>She is part of the PricewaterhouseCoopers team that is tasked to build the Intangible Capital Asset Register for the Department of Defence, and is managing the Command Management Information Systems (CMIS) service division. A division tasked with the custody of all ICT requirements of the Department of Defence. This task involves identifying components of Intellectual Property on all developed software, valuation and the recording thereof as per the prescripts of the Auditor General's Office.</p>	<p>2015-2016</p>
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Appendix 6:

BEE CERTIFICATE





Physical Address: Suite 102, Hoheizen Office Park, Hoheizen Road, Hoheizen, Welgemoed, Cape Town, 7530
Postal Address: PO Box 50655, The Waterfront, Cape Town, 8002
Phone: 0800 007 269
Email: bee@ptycompanyregistration.co.za
Web: www.ptycompanyregistration.co.za/bee-certification

**BROAD-BASED BLACK ECONOMIC EMPOWERMENT (B-BBEE)
EME VERIFICATION CERTIFICATE**

Certificate Number
Applicable Scorecard
Applicable Act

BEEPTY 1670
Exempt Micro Enterprise (EME)
B-BBEE Amendment Act, No 46 of 2013

MEASURED ENTITY

Measured Entity Name	Idatha (Pty) Ltd
Registration Number	2015/283589/07
VAT Number	N/A
Address	Postnet Suite 72, Private Bag X4, Wierdapark, 0148.

BROAD-BASED BEE STATUS – EXEMPT MICRO ENTERPRISE (EME)

BBBEE Status Level	LEVEL 4
BBBEE Procurement Recognition Percentage	100 %
Black Ownership Percentage	50 %
Black Women Ownership Percentage	50 %
Empowering Supplier	Yes
Issue Date (valid for 12 months from Date of Issue)	16 August 2015
Expiry Date	15 August 2016
Applicable Scorecard	EXEMPT MICRO ENTERPRISE (EME)

BASED ON CERTAIN PROCEDURES PERFORMED AND INFORMATION PROVIDED BY THE MANAGEMENT / DIRECTORS OF THE MEASURED ENTITY, WE HAVE DETERMINED THAT THE TOTAL ANNUAL REVENUE OF THE MEASURED ENTITY IS LESS THAN OR EQUAL TO R 10 MILLION. WE HAVE DETERMINED THAT THE LEVEL OF BLACK OWNERSHIP / BLACK WOMEN OWNERSHIP IS AS SET OUT IN THIS CERTIFICATE. OUR CONCLUSION IS SUBJECT TO AN INHERENT LIMITATION IN THAT OUR PROCEDURES PERFORMED WERE ON HISTORICAL FINANCIAL INFORMATION THAT HAS NOT BEEN SUBJECT TO AUDIT OR REVIEW. THIS CERTIFICATE DOES NOT SERVE AS A GUARANTEE THAT THE REVENUE OR EME STATUS REFLECTED WILL CONTINUE AT THE SAME LEVELS. WHERE THE ENTITY IS A START-UP ENTERPRISE THIS EME CERTIFICATE IS VALID ONLY FOR CONTRACTS WITH A SINGLE VALUE OF LESS THAN OR EQUAL TO R 10 MILLION. SHOULD THE CONTRACT VALUE BEING TENDERED FOR BE HIGHER THAN R 10 MILLION AND LESS THAN R 50 MILLION, THE EME WILL BE REQUIRED TO SUBMIT A QSE VERIFICATION CERTIFICATE WITH ANY TENDER. FOR TENDER CONTRACTS OVER R 50 MILLION, THE EME WILL BE REQUIRED TO SUBMIT A GENERIC B-BBEE VERIFICATION CERTIFICATE / SCORECARD.

MATTHYS JOHANNES GOUWS
ACCOUNTING OFFICER - SAIBA
THE SOUTHERN AFRICAN INSTITUTE FOR BUSINESS ACCOUNTANTS
MEMBERSHIP NUMBER 1845

saiba SOUTHERN AFRICAN INSTITUTE
FOR BUSINESS ACCOUNTANTS

Appendix 7:

VALID ORIGINAL TAX CLEARANCE CERTIFICATE



South African Revenue Service



South African Revenue Service

Tax Clearance Certificate Number
0078/1/2015/0007441918

Tax Clearance Certificate - Tender

Enquiries

0800 00 7277

Approved Date

2015-08-14

Expiry Date

2016-08-13

Company Registration Number 2015/283589/07

Income Tax 9996823150 - IDATHA

Trading Name IDATHA

Tender Number

It is hereby confirmed that, on the basis of the information at my disposal, the above-mentioned taxpayer has complied with the requirements as set out in section 256(3) of the Tax Administration Act.

This certificate is valid for a period of 12 months unless otherwise communicated by SARS.

Verification of this certificate can be done at any SARS Revenue office nationwide.

Photo copies of this certificate are not valid.

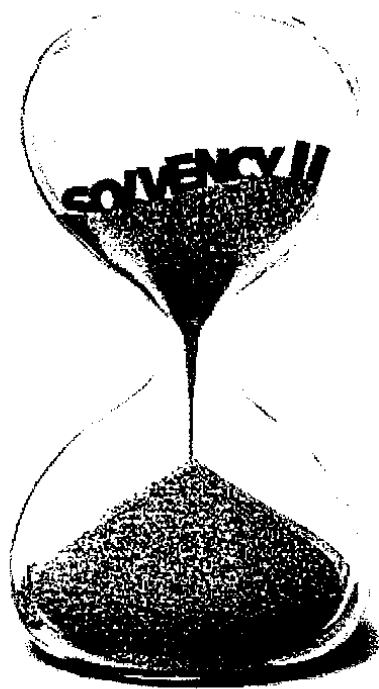
SARS reserves the right to withdraw this certificate at any time should any taxes, levies or duties become due and outstanding by the above taxpayer during the one year period for which the certificate is valid.

This certificate is issued free of charge by SARS.

Appendix 8:

FINANCIAL INFORMATION

DECLARATION OF SOLVENCY
BANK ACCOUNT CONFIRMATION



2025 RELEASE UNDER E.O. 14176



1306 Copperleaf estate, Mnandi, Centurion, 0158
Postnet Suite 72, Private Bag X4, Wierdapark, 0149, South Africa
Cell: +27 84 5005 866
Cell: +27 84 447 5782
Facsimile +27 86 697 0817

16 February 2016

Tender Box
SASSA Head Office
Ground Floor, 501 Prodinsa Building, Cnr Steve Biko & Pretorius Streets
Arcardia, Pretoria

Dear Sirs/Madam

Reference: SASSA: 40/15/BT

DECLARATION OF SOLVENCY

Herewith we: Joan Twala and Sharon Naude in our capacity as owners of Idatha (Pty) Ltd declare that Idatha (Pty) Ltd has never been insolvent, nor has it been liquidated or have any steps in this regard been taken or are pending against the company.

We also declare that none of our directors have been declared insolvent or liquidated nor has any steps been undertaken by the directors for application of the sequestration of liquidation as the case may be.

Yours Faithfully

Joan Twala
Director
jtuala@idatha.co.za
Mobile: +27 (084) 447 5782

Sharon Naude
Director
snaude@idatha.co.za
Mobile: +27 (084) 500 5866

IDATHA PTY LTD

Postal address: Postnet Suite 72, Private Bag X4, Wierdapark, 0149
Director: Mrs. J. Twala Email Address: jtuala@idatha.co.za,
Director: Mrs. S. Naude Email Address: snaude@idatha.co.za

Account Confirmation Letter

Date: 14/08/2015

To whom it may concern

ACCOUNT CONFIRMATION

We hereby confirm that IDATHA (PTY) LTD REG NO 2015/283589/07
(name of entity/customer) holds the following account/s with FNB:

Account type	Account number	Branch	Branch code	Date opened
CHEQUE	62553497952	CENTURION	261550	14/08/2015

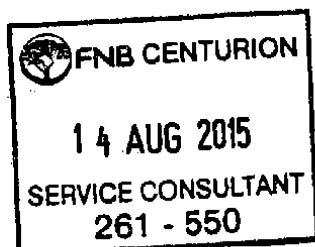
We confirm that the following persons have been appointed as authorised representatives to act on behalf of the client:

1. MRS SHARON NAUDE
2. MRS JOAN TWALA

The information provided in this letter is a true reflection of the records that were available to us as at the date of this letter. The bank shall not be held responsible for any subsequent changes in information contained in this letter.

Yours faithfully

OLIVIA MPURU



A handwritten signature in black ink, appearing to read "Olivia Mpuru", enclosed within a large, hand-drawn oval.

First National Bank - a division of FirstRand Bank Limited. An Authorised Financial Services and Credit Provider (NCRCP20).



FNB
First National Bank

how can we help you?

Appendix 9:

SERVICE DELIVERY PLAN AND APPROACH



SERVICE DELIVERY PLAN AND APPROACH

Overview:

At Idatha we employ various people from various disciplines, for example:

- Data Analyst
- Project Management
- Project Co-Ordinators
- Accounting Staff

When we require additional specialised resources, we sub-contract these skills on an ad-hoc basis from our pool of dedicated alliance partners. For this project we will also sub-contract staff where necessary.

Resourcing

Details of the proposed staff is provided in Appendix 4.

Availability

The managerial staff are all permanently employed. We can therefore deploy them within a reasonable time, normally between 14-30 days on a project. This will also be applicable should our bid be successful.

Business Knowledge

Idatha has a vast experience in Project Management and understand the requirements as set out in the tender documentation. Our experience in large and complex assignments will be applicable in this project and ensuring completion of the project in the required timeframes.

Flexibility

Our approach and methodology is fairly flexible. We also understand that demands may change and are ready to expand our staff compliment should this be necessary.

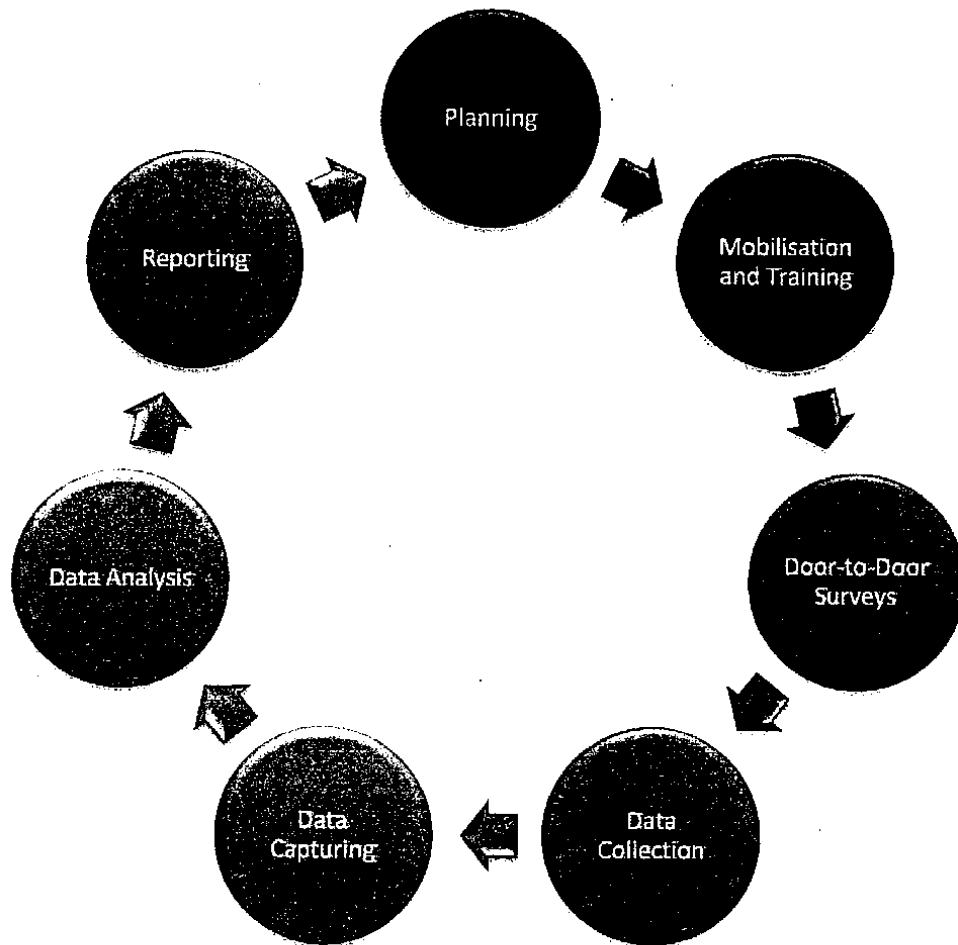
Efficiency

Delivering on a project such as this, requires a partnership between the client and the service provider. In achieving this partnership we will ensure great efficiency and possible cost savings to SASSA. However this will require that:

- Full co-operation from the relevant SASSA staff is essential
- SASSA will timeously notify all affected user departments and relevant stakeholders of the objectives of this project.
- SASSA will appoint an official with the associated authority who will act as project manager on the project.
- Key SASSA staff will make time available as and when required and assist in resolving any constraints that may impose on deliverables.
- SASSA will pro-actively facilitate our access to all locations where necessary.
- All relevant information will be provided timeously.
- SASSA staff will be available to accompany our staff as and when required.

SERVICE DELIVERY PLAN AND APPROACH

High Level Work Plan



Details of our methodology and approach is elaborated on in the sections and pages to follow.

Appendix 10:

Our understanding of your requirements



Objective

1. Assess service delivery bottleneck experienced by citizens in targeted wards/communities that create challenges to access social assistance services.
2. Determine issues and/or factors that result in exclusion of service.
3. Assess the level of satisfaction with services rendered by SASSA to inform planning and decision making regarding its service delivery reform agenda.
4. Receive feedback from citizens on how SASSA should improve service delivery in the identified wards.

Door to Door Surveys to be conducted

In order to achieve the objectives listed above SASSA has decided to enter into a door-to-door survey where questionnaires will be conducted with members of the community.

1540 Wards will be targeted that is distributed in throughout all nine provinces.

Below the targeted wards:

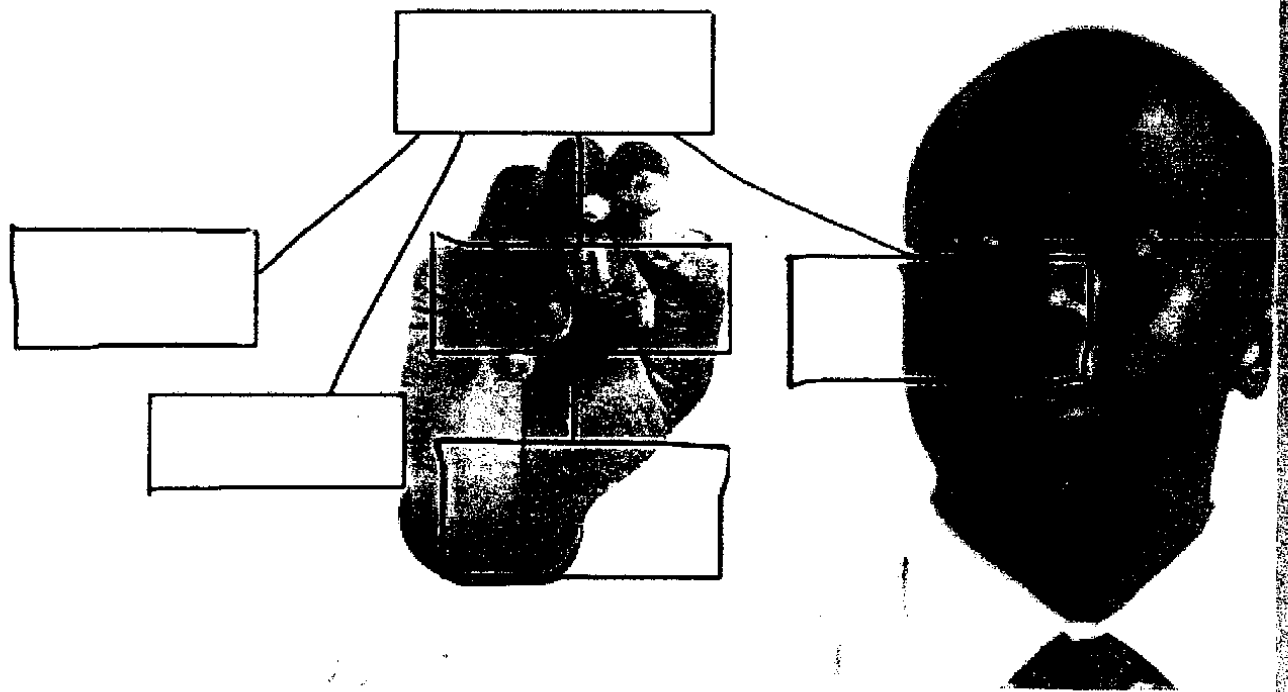
PROVINCE	TARGETED WARDS (2015/16)	TARGETED WARDS (2016/17)	TARGETED WARDS (2017/18)
Eastern Cape	55	65	75
Free State	40	50	58
Gauteng	39	47	55
Kwazulul Natal	100	120	130
Limpopo	34	44	52
Mpumalanga	40	50	60
Nothern Cape	40	50	60
North West	35	44	52
Western Cape	40	50	58
TOTAL	420	520	600

Scope and extend of work

- Door-to-Door surveys in 1540 wards and 1,3 Million households annually.
- Provide job-opportunities for 510 employees located in the allocated wards, through-out the project period of 3 years.
- Provide a detailed project plan with clear time frames
- Identify Project Manager and Project Co-ordinators to ensure execution of the project.
- Recruit, train, manage and remunerate youth workers.
- Coordinate small-scale ICROP services as and when required to do so
- Capture, consolidate and provide an analysed survey and house hold profiling report.
- Provide monthly, quarterly and annual reporting on results.

Appendix 11:

Our Project Management approach



Appendix 11:

Our Project Management approach

Based on our understanding of your requirements and time lines for this initiative, we have elected a 3 phase approach to deliver this assignment. This section provides an overview of what we focus on in the three phases of our proposed project management approach. The details of each phase, which includes our methodologies on how we will go about executing the actual plan is detailed in further sections of this proposal.

Phase 1: Project Planning and Mobilisation

During this phase we will ensure that all contractual documents are signed, project governance is put in place and a project charter/service level agreement (SLA) and a detailed project plan are developed to provide a framework for managing the project and reporting on progress. We will confirm the scope and associated budget and establish and confirm members of the steering committee. This phase will also focus on establishing project communications protocols with SASSA.

This phase will also include the following activities:

- ❖ Printing of Questionnaires
- ❖ Staff Recruitment
- ❖ Staff Training
- ❖ Obtaining branded clothing (T-shirt & Caps)
- ❖ Obtaining all stationery for you workers (incl. bags)
- ❖ Make Logistical arrangements
- ❖ Ensure all data administration is put into place – this includes the staff that will capture surveys and analyse surveys.
- ❖ Ensure all additional equipment is on site – printers/scanners

Phase 2: Project Execution

During the execution phase, we will focus on conducting the actual door-to-door surveys within the nine provinces. We will, during this phase also start the process of data collections and capturing in order to perform the analysis for reporting purposes. We will, during the relevant stages of the execution phase also provide SASSA with progress reports detailing risks and exceptions including proposed remedial action. Invoices will also be submitted based on progress and deliverables during the project.

Phase 3: Project Close-out

This phase will focus on the wrap-up and hand over of the project activities. Hand over documentation, together with the close-out report will be prepared and submitted to the relevant SASSA Project Manager. All project governance documentation will be signed-off and final accounts submitted.

Appendix 11.1

Phase 1: Project Planning and Mobilisation

1. Project Governance

Project Governance	Establish a steering committee that should comprise of representatives of stakeholders.
	Confirm the terms of reference and allocation of roles and responsibilities with the steering committee members.
	Agree on the Project Charter and obtain sign off
	Establish names and contact persons and their related contact details.
	Arrange for formal communication to all relevant stakeholders.

Training and Development Programme

- ❖ Instrument development
- ❖ Household Profiling
- ❖ Questionnaire
- ❖ Identification of stakeholders and Project introduction
- ❖ Development of training programme for Integrated Community Registration Outreach Programme.

Activity co-ordination and monitoring including monthly progress reports

2. Questionnaires

We considered the use of tablets/android devices versus the traditional paper questionnaires. The following reasons were considered:

- ❖ Reliability of Information – Authentication by completions of contact details and signatory.
- ❖ Connectivity – Due to the rural areas being targeted, signal strength might limit the feedback on the project and response times.
- ❖ Accurate Sampling – Responses could be obtained from individuals outside the targeted sample.
- ❖ Technology– Due to only one project co-ordinator being available per province, more time might be needed in order to ensure understanding of the technology, and this will not be possible.

We therefore include in this proposal a quotation for the printing of questionnaires.

Prices quoted will be based on the following information available:

- 1,300,000 questionnaires per year
- Each questionnaire comprises of 2 printed pages.

Appendix 11.1

Phase 1: Project Planning and Mobilisation

3. Staff Recruitment

Assessors will be recruited from the areas that they reside in. These assessors would be the direct link to their respective communities, and are aware of the community dynamics that may prevail. These individuals must be able to read, write and count. The following was used as a criterion for the minimum entry level.

Based on the number of households in the various wards, assessors will be recruited as follows – This is a guideline but can be adjusted should SASSA require this:

PROVINCE	DISTRICT MUNICIPALITY	HOUSEHOLDS	EMPLOYEES PER DISTRICT
Eastern Cape	JOE QGHABI	97 775	9
	ALFRED NZO	169 261	15
	CHRIS HANI	210 852	18
	AMATHOLE	237 776	21
Free State	OR TAMBO	298 229	26
	XHARIEP	45 368	4
Gauteng	WESRAND	267 397	23
KwaZulu-Natal	AMAJUBA	110 963	10
	UMZINYATHI	113 469	10
	UMKHANYAKUDE	128 195	11
	UTHUKELA	147 286	13
	ILEMBE	157 692	14
	ZULULAND	157 748	14
	UGU	179 440	16
	UTHUNGULU	202 976	18
Limpopo	UMGUNGUNDLOVU	272 666	24
	WATERBERG	179 866	16
	SEKHUKHUNE	263 802	23
	MOPANI	296 320	26
	VEMBE	335 276	29
Mpumalanga	CAPRICORN	342 838	30
	SIBANDE	273 490	24
North West	EHLANZENI	445 087	39
	DR RUTH MOMPATI	125 270	11
Northern Cape	NGAKA MODIRI MOLEMA	227 001	20
	BOJANALA	501 696	44
	JOHN TEMOLO REABETSIE	61 331	5
TOTAL		27	510

Staff will be contracted for the period of the contract and the remuneration per staff member will be R3000.00 per month.

Based on the project plan recruitment will take place over a two month period.

Appendix 11.1

Phase 1: Project Planning and Mobilisation

The Assessors to be contracted must meet the following criteria:

- Must be in the 18 to 35 age group
- Must have completed Grade 10,11 or 12
- Must be living in a rural area.
- Must be committed to staying in the programme for 36-months.
- A bias will be shown towards females and disabled individuals.

4. Selection and Training Criteria

Skills transfer plan (soft skills):

Interpersonal skills (Refer to: ANNEXURE A)

- ❖ Ability to engage with the public
- ❖ Etiquette in dealing with the public
- ❖ Basic deportment (dress code)

Interviewing skills

- ❖ Administering household survey

Communication

- ❖ Communicate effectively

Technical skills

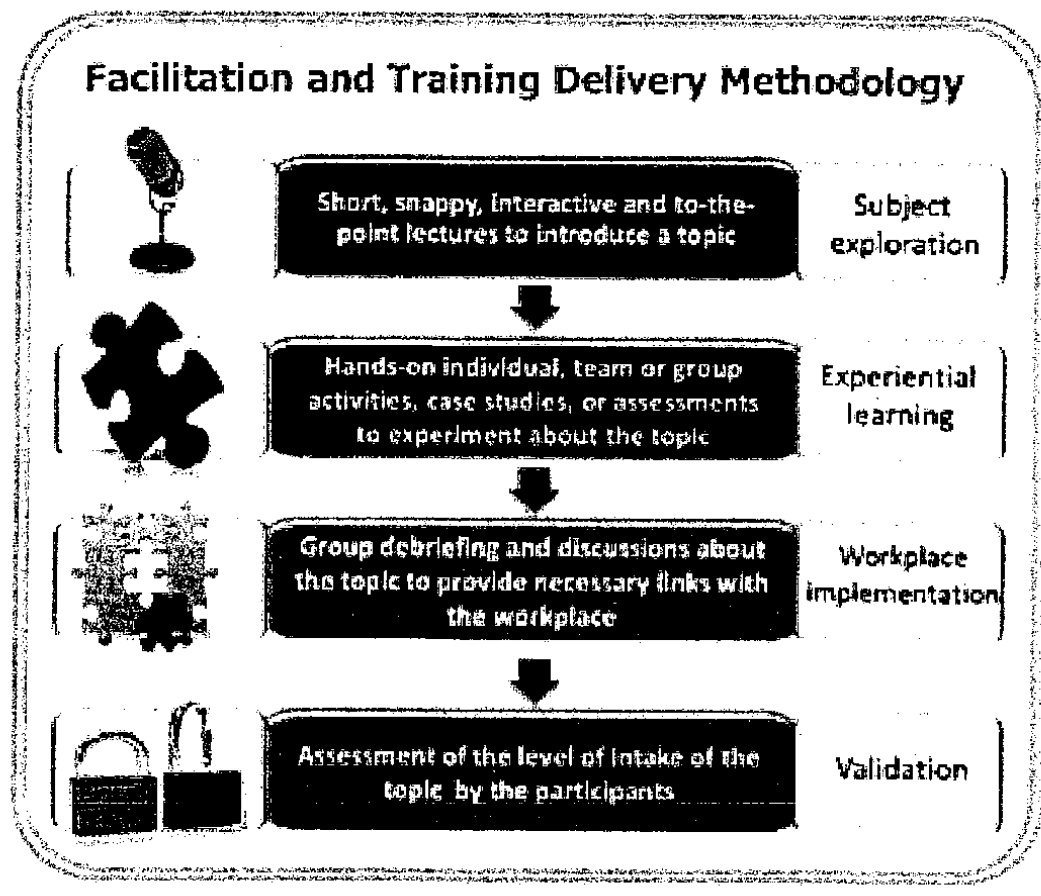
- ❖ Training on household profiling
- ❖ Training researchers on basic excel skills
(Refer to ANNEXURE B TO B.6)
- ❖ Foundation level
- ❖ Intermediate level
- ❖ Advance level
- ❖ Data collection skills
- ❖ Data capturing skills
- ❖ Data Analysis (analytical thinking)
- ❖ Data purification or cleansing
- ❖ Report writing skills (for monthly reporting)
- ❖ Consolidation of data and reports

Level of competency

A feedback in a form of questionnaires collected from the researchers will be used as an assessment tool. This should reveal the following:

- The ability of the trainees to collect data in as far as the type of questions to ask,
- Interpretation of the data collected,
- The ability of the regional manager to establish the total number of households per region,
- The total number of disabled persons requiring specialised facilities,
- The ability of the manager to resolve variances on the data collated.

Below a summary of our training methodology:



Transfer will take place as follows:

- ❖ 1 Day Training Course on Business Etiquette and Profiling of households
- ❖ On-site training at the District Municipalities on Excel and applicable Software used for Data Capturing.

Appendix 11.1

Phase 1: Project Planning and Mobilisation

Training Manuals will be provided to all assessors.

Our quotation for training is based on the following numbers to be trained:

- ❖ 510 Youth Workers
- ❖ 1 Person from each District (27 in total)
- ❖ 1 Person from each Region (9 in total)
- ❖ 1 Person from Local Office (1 in total)

5. Clothing, Caps and Stationery

All assessors will be equipped with the following:

- ❖ Golf T-Shirts (Branded with the SASSA logo) – 510 off
- ❖ Caps – 510 off
- ❖ Bags – 510 off
- ❖ Stationery that will include the following– 510 off
 - Clipboard
 - Carry Folder
 - Pens
 - Notepad
 - Training Manual
 - Lever Arch File



Appendix 11.1

Phase 1: Project Planning and Mobilisation

6. Logistical Arrangements

The following Logistical arrangements is considered in this proposal and part of the costs:

- ❖ Travelling of all Staff to District Offices on a weekly basis.
- ❖ Travelling of Project Co-Ordinators to various District Offices/Local Municipalities during the project – More detail included in the pricing schedule.
- ❖ Mini ICROP - This was projected based on Mini ICROP's are held within a specific province.
- ❖ Travelling of Project Managers to District Offices on an ad-hoc basis.
- ❖ Transport to training venues for all Assessors

In order to determine the distance Assessors will have to travel to District Offices on a weekly basis the following schedule were used:

Row Labels	DISTRICT MUNICIPALITY	MUNICNAME	NUMBER OF HOUSEHOLDS	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	DISTANCE TO DISTRICT OFFICES (KM)
Eastern Cape	ALFRED NZO	Matatiele Local Municipality	49 527	4	106
		Mbizana Local Municipality	48 447	4	80
		Ntabankulu Local Municipality	24 397	2	40
		Umzimvubu Local Municipality	46 891	4	60
	AMATHOLE	Amahlathi Local Municipality	34 159	3	140
		Great Kei Local Municipality	10 310	1	55
		Mbhashe Local Municipality	60 124	5	160
		Mnquma Local Municipality	69 732	6	170
		Ngqushwa Local Municipality	21 384	2	90
		Nkonkobe Local Municipality	35 355	3	160
		Nxuba Local Municipality	6 711	1	240
		CHRIS HANI	Emalahleni Local Municipality	31 681	3
	Engcobo Local Municipality		37 214	3	160
	Inkwanca Local Municipality		6 228	1	100
	Intsika Yethu Local Municipality		40 448	4	120
	Inxuba Yethemba Local Municipality		18 463	2	150
Lukanji Local Municipality	51 173		4	10	
	Sakhisizwe Local Municipality	16 151	1	130	
	Tsolwana Local Municipality	9 494	1	100	

Row Labels	DISTRICT MUNICIPALITY	MUNICNAME	NUMBER OF HOUSEHOLDS	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	DISTANCE TO DISTRICT OFFICES (KM)		
	JOE QGHABI	Elundini Local Municipality	37 854	3	63		
		Gariep Local Municipality	9 770	1	200		
		Maletswai Local Municipality	12 105	1	154		
		Senqu Local Municipality	38 046	3	15		
	OR TAMBO	King Sabata Dalindyebo Local Municipality	105 240	9	40		
		Mhlontlo Local Municipality	43 414	4	62		
		Ngquza Hill Local Municipality	56 213	5	155		
		Nyandeni Local Municipality	61 647	5	55		
		Port St Johns Local Municipality	31 715	3	100		
		Free State	XHARIEP	Kopanong Local Municipality	45 368	4	50
		Letsemeng Local Municipality	11 242	1	160		
		Mohokare Local Municipality	10 793	1	192		
		Naledi Local Municipality	7 690	1	200		
		Gauteng	WESRAND	Merafong City Local Municipality	66 624	6	60
		Mogale City Local Municipality	117 373	10	27		
		Randfontein Local Municipality	43 299	4	10		
		Westonaria Local Municipality	40 101	3	27		
		KwaZulu-Natal	AMAJUBA	Dannhauser Local Municipality	20 439	2	45
		Emadlangeni Local Municipality	6 252	1	60		
		Newcastle Local Municipality	84 272	7	25		
		ILEMBE	KwaDukuza Local Municipality	70 284	6	10	
		Mandeni Local Municipality	38 235	3	40		
		Maphumulo Local Municipality	19 973	2	50		
		Ndwedwe Local Municipality	29 200	3	83		
		UGU	Ezingoleni Local Municipality	11 472	1	40	
		Hibiscus Coast Local Municipality	72 175	6	15		
		Umdoni Local Municipality	22 869	2	63		
		UMuziwabantu Local Municipality	21 619	2	80		
			Umzumbe Local Municipality	35 171	3	60	
			UMGUNGUNDLOVU	Impendle Local Municipality	8 203	1	75
			Mkhambathini Local Municipality	14 964	1	50	
			Mpofana Local Municipality	10 452	1	70	
			Richmond Local Municipality	16 440	1	60	
		The Msunduzi Local Municipality	163 993	14	10		
		uMngeni Local Municipality	30 490	3	25		
		uMshwathi Local Municipality	28 124	2	35		
		UMKHANYAKUDE	Jozini Local Municipality	38 849	3	15	
		Mtubatuba Local Municipality	34 905	3	40		
		The Big 5 False Bay Local Municipality	7 998	1	100		
		Umhlabuyalingana Local Municipality	33 857	3	90		
		UMZINYATHI	Endumeni Local Municipality	16 851	1	10	
		Msinga Local Municipality	37 724	3	60		

Row Labels	DISTRICT MUNICIPALITY	MUNICNAME	NUMBER OF HOUSEHOLDS	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	DISTANCE TO DISTRICT OFFICES (KM)
	UTHUKELA	Nqutu Local Municipality	31 612	3	90
		Umvoti Local Municipality	27 282	2	130
		Ernambithi/Ladysmith Local Municipality	58 058	5	70
		Imbabazane Local Municipality	22 365	2	95
		Indaka Local Municipality	20 035	2	75
	UTHUNGULU	Okhahlamba Local Municipality	27 576	2	70
		Umtshezi Local Municipality	19 252	2	95
		Mfolozi Local Municipality	25 584	2	80
		Mthonjaneni Local Municipality	10 433	1	85
		Nkandla Local Municipality	22 463	2	160
	ZULULAND	Ntambanana Local Municipality	12 826	1	60
		uMhlathuze Local Municipality	86 609	8	20
		uMlalazi Local Municipality	45 062	4	90
		Abaqulusi Local Municipality	43 299	4	150
		eDumbe Local Municipality	16 138	1	170
Limpopo	CAPRICORN	Nongoma Local Municipality	34 341	3	60
		Ulundi Local Municipality	35 198	3	10
		UPhongolo Local Municipality	28 772	3	131
		Aganang Local Municipality	33 918	3	60
		Blouberg Local Municipality	41 192	4	180
	MOPANI	Lepele-Nkumpi Local Municipality	59 682	5	60
		Molemole Local Municipality	30 043	3	70
		Polokwane Local Municipality	178 001	16	20
		Ba-Phalaborwa Local Municipality	41 115	4	130
		Greater Giyani Local Municipality	63 548	6	30
	SEKHUKHUNE	Greater Letaba Local Municipality	58 261	5	70
		Greater Tzaneen Local Municipality	108 926	9	120
		Maruleng Local Municipality	24 470	2	200
		Elias Motsoaledi Local Municipality	60 251	5	10
		Ephraim Mogale Local Municipality	32 284	3	30
VEMBE	Fetakgomo Local Municipality	22 851	2	122	
	Greater Tubatse Local Municipality	83 199	7	148	
	Makhuduthamaga Local Municipality	65 217	6	100	
	Makhado Local Municipality	134 889	12	130	
	Musina Local Municipality	20 042	2	138	
WATERBERG	Mutale Local Municipality	23 751	2	30	
	Thulamela Local Municipality	156 594	14	15	
	Bela-Bela Local Municipality	18 068	2	45	
	Lephalale Local Municipality	29 880	3	160	
	Modimolle Local Municipality	17 525	2	20	
		Mogalakwena Local Municipality	79 395	7	95
		Mookgopong Local Municipality	9 918	1	60

Row Labels	DISTRICT MUNICIPALITY	MUNICNAME	NUMBER OF HOUSEHOLDS	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	DISTANCE TO DISTRICT OFFICES (KM)
		Thabazimbi Local Municipality	25 080	2	160
Mpumalanga	EHLANZENI	Bushbuckridge Local Municipality	134 197	12	130
		Mbombela Local Municipality	161 773	14	30
		Nkomazi Local Municipality	95 509	8	100
		Thaba Chweu Local Municipality	33 352	3	80
		Umjindi Local Municipality	20 255	2	45
	SIBANDE	Albert Luthuli Local Municipality	47 705	4	90
		Dipaleseng Local Municipality	12 637	1	200
		Govan Mbeki Local Municipality	83 874	7	130
		Lekwa Local Municipality	31 071	3	110
		Mkhondo Local Municipality	37 433	3	100
		Msukaligwa Local Municipality	40 932	4	15
		Pixley Ka Seme Local Municipality	19 838	2	80
North West	BOJANALA	Kgetlengrivier Local Municipality	14 673	1	55
		Local Municipality of Madibeng Local Municipality	160 724	14	80
		Moretele Local Municipality	52 063	5	180
		Moses Kotane Local Municipality	75 193	7	85
		Rustenburg Local Municipality	199 044	17	25
	DR RUTH MOMPATI	Greater Taung Local Municipality	48 613	4	80
		Kagisano/Molopo Local Municipality	28 531	2	180
		Lekwa-Teemane Local Municipality	14 930	1	130
		Mamusa Local Municipality	14 625	1	80
		Naledi Local Municipality	18 572	2	10
	NGAKA MODIRI MOLEMA	Ditsobotla Local Municipality	44 500	4	110
		Mafikeng Local Municipality	84 239	7	10
		Ramotshere Moiloa Local Municipality	40 740	4	70
		Ratlou Local Municipality	26 889	2	80
		Tswaing Local Municipality	30 634	3	160
Northern Cape	JOHN TEMOLO REABETSIE	Gamagara Local Municipality	26 816	2	60
		Ga-Segonyana Local Municipality	10 808	1	10
		Joe Morolong Local Municipality	23 707	2	30

Appendix 11.1

Phase 1: Project Planning and Mobilisation

7. Data Administration and Reporting

Data will be captured manually within the community.



Youth workers capture the questionnaires on the online survey platform on a weekly basis:

ICROP 2016

1. Do you know SASSA?

Yes

No

NA

2. Do you know what services are rendered by SASSA?

Yes

No

NA

3. How did you get to know about SASSA services?

Image

Jamboree

TV

Radio

Newspaper

Friends or Family

Done

BUILDER

- Multiple Choice
- Dropdown
- Matrix / Rating Scale
- Matrix of Dropdown Menus
- Ranking
- Net Promoter Score
- Single Festival
- Multiple Textboxes
- Command Box
- Contact Information
- Date / Time
- Text
- Image
- Text A/B Test
- Image A/B Test
- Intro Page
- New Page
- Page Break

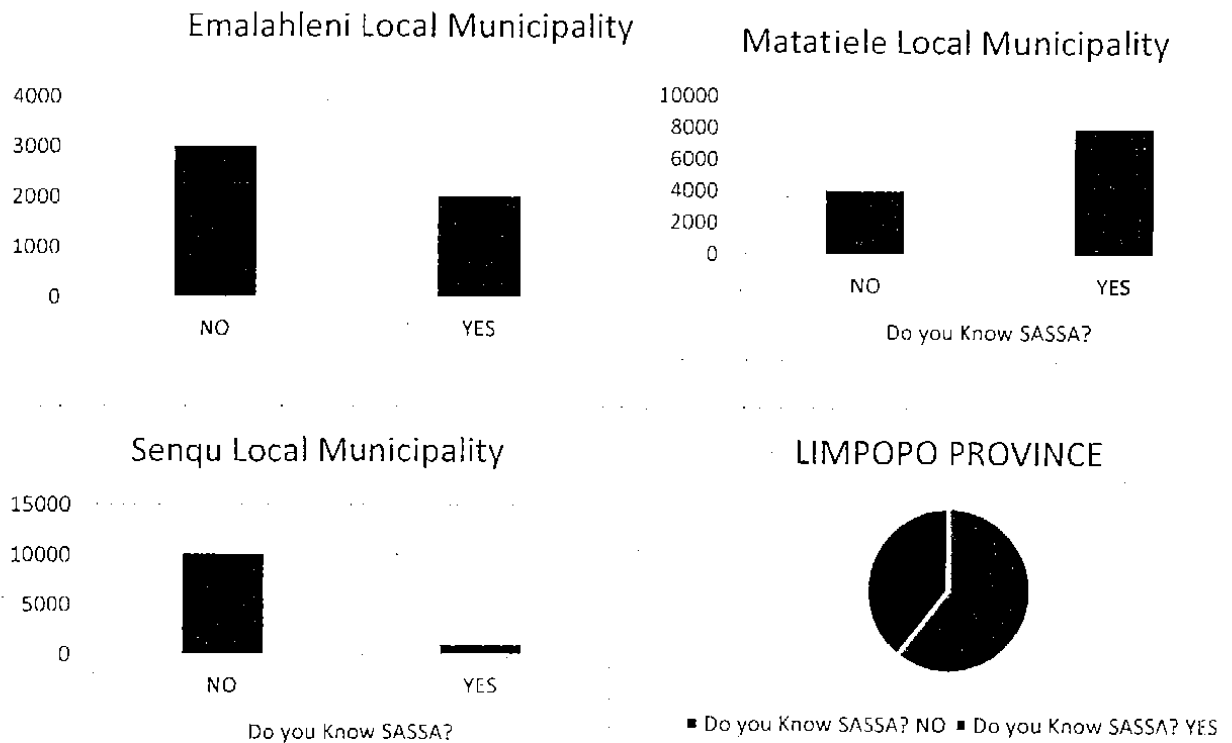
QUESTION BANK

THEMES

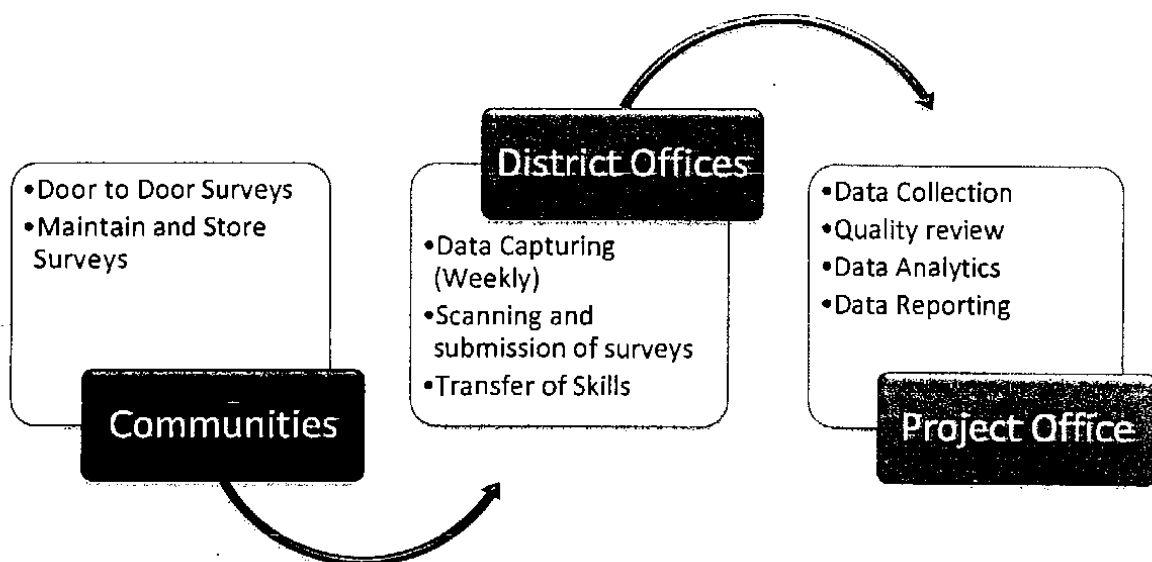
LOGIC

OPTIONS

This data will then be imported into a spreadsheet for reporting purposes and can include results as follows:



The following table illustrates the flow of data for and ensure quality assurance processes throughout the project.



In order to ensure continued transfer of skills to all youth workers, Project Co-ordinators will meet with various assessors on a weekly basis in order to ensure that all surveys are captured and all surveys are scanned for electronic submission and storage. This will also ensure quality assurance of the surveys and continued growth of the youth workers. The following table is an indication of the time table for example the Limpopo Province and how Project co-ordinators will meet with the various youth workers on a weekly basis:

EASTERN CAPE					
	Monday	Tuesday	Wednesday	Thursday	Friday
ALFRED NZO					
AMATHOLE					
CHRIS HANI					
JOE QGHABI					
OR TAMBO					

8. Equipment

The following list of equipment will be used during the project:

- ❖ Laptops at all District Offices
- ❖ Scanners at all District Offices
- ❖ 3 G cards for communication.

9. Project Risk Plan

Risks will be identified and reported on during the Project. The below current risks have been identified that could lead to delays in the deliverables.

- ❖ Service delivery protests that might prevail in the area (e.g. protests such as the one at Malamulele in Limpopo)
- ❖ Inaccessible areas due to weather conditions such as floods, fires etc.

Appendix 11.2

Phase 1: Project Execution

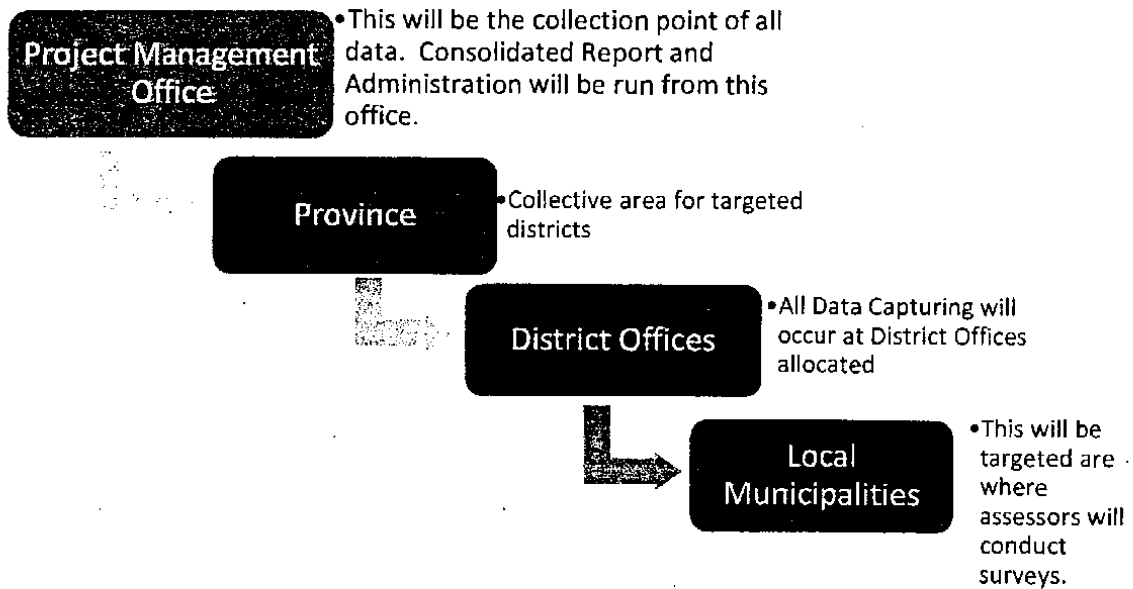
District Municipalities that will be targeted per province is as follows:

PROVINCE	NR OF HOUSEHOLDS
ALFRED NZO	169 262
AMATHOLE	237 775
CHRIS HANI	210 852
JOE QGHABI	97 775
OR TAMBO	298 229
XHARIEP	75 093
WESRAND	267 397
AMAJUBA	110 963
ILEMBE	157 692
UGU	163 306
UMGUNGUNDLOVU	272 666
UMKHANYAKUDE	115 609
UMZINYATHI	113 469
UTHUKELA	147 286
UTHUNGULU	202 977
ZULULAND	157 748
CAPRICORN	342 836
MOPANI	296 320
SEKHUKHUNE	263 802
VEMBE	335 276
WATERBERG	179 866
EHLANZENI	445 086
SIBANDE	273 490
BOJANALA	501 697
DR RUTH MOMPATI	125 271
NGAKA MODIRI MOLEMA	227 002
JOHN TEMOLO REABETSIE	61 331
Grand Total	5 850 076

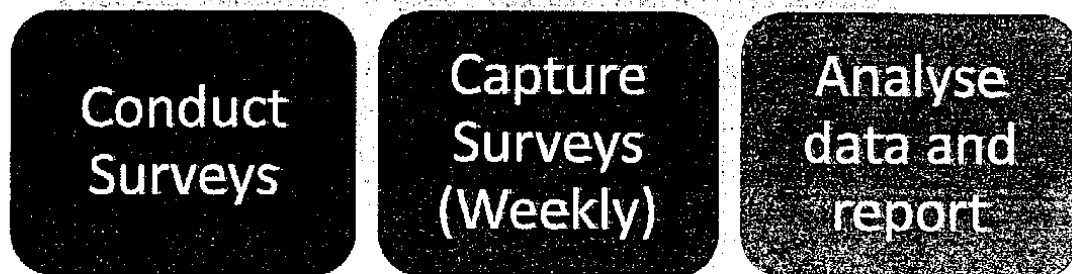
Appendix 11.2

Phase 1: Project Execution

The table below indicate the process that will be followed during the project



Data Collection Process:



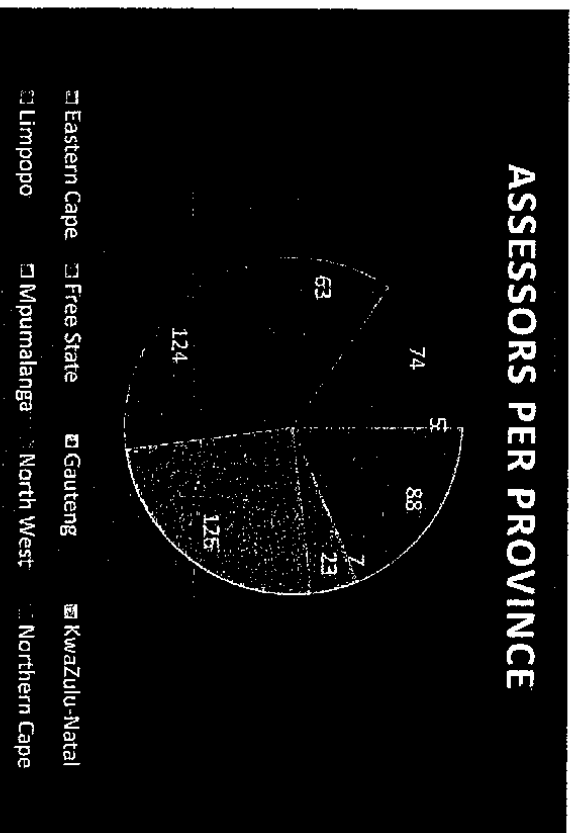
Appendix 11.2

Phase 1: Project Execution

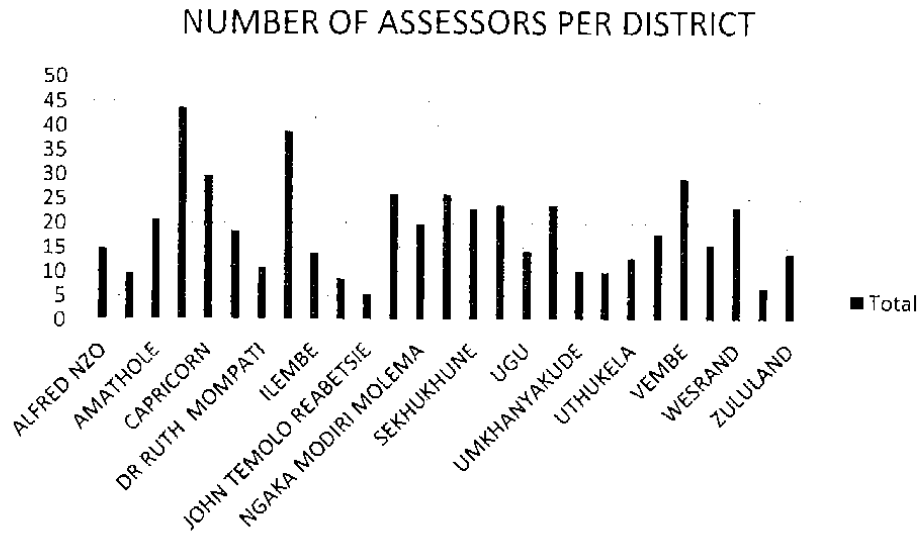
In order to determine the number of surveys to be completed per day, the total number of days for the years in question were determined taking into consideration planning periods in the first year as well as 3 weeks' annual leave per assessor. This was used in order to determine the number of surveys to be completed per assessor per day in order to reach the targeted amount of surveys for the 3-year period.

	TARGETED NUMBER OF SURVEYS	WORKING DAYS PER YEAR	Detail	NUMBER OF SURVEYS PER YEAR ALLOCATED	NUMBER OF ASSESSORS	NUMBER OF SURVEYS PER ASSESSOR	NUMBER OF SURVEYS PER DAY	NUMBER OF TIME TO COMPLETE (8 HOUR DAY)
Year 1	1 300 000	194	251 Working days in 2016 - exclude 2 months planning and 3 weeks leave per Assessor)	1 137 744	510	2 231	12	42minutes
Year 2	1 300 000	235	250 Working days excluding 3 weeks leave per assessor	1 378 195	510	2 702	11	42minutes
Year 3	1 300 000	236	251 Working days excluding 3 weeks leave per assessor	1 384 060	510	2 714	12	42minutes
	3 900 000	665		3 900 000				

The following is an indication of the number of assessors that will be allocated per province:



The following is an indication of the number of assessors that will be allocated per district municipality:



The following is an indication of the number of assessors that will be allocated per Local Municipality in order to ensure that Assessors are located in the targeting areas:

LOCAL MUNICIPALITY	MUNICNAME	NUMBER OF WORKERS PER LOCAL MUNICIPALITY
ALFRED NZO	Matatiele Local Municipality	4
	Mbizana Local Municipality	4
	Ntabankulu Local Municipality	2
	Umzimvubu Local Municipality	4
AMAJUBA	Dannhauser Local Municipality	2
	Emadlangeni Local Municipality	1
	Newcastle Local Municipality	7
AMATHOLE	Amahlathi Local Municipality	3
	Great Kei Local Municipality	1
	Mbhashe Local Municipality	5
	Mnquma Local Municipality	6
	Ngqushwa Local Municipality	2
	Nkonkobe Local Municipality	3
	Nxuba Local Municipality	1
BOJANALA	Kgetlengrivier Local Municipality	1
	Local Municipality of Madibeng Local Municipality	14
	Moretele Local Municipality	5
	Moses Kotane Local Municipality	7
	Rustenburg Local Municipality	17

LOCAL MUNICIPALITY	MUNICNAME	NUMBER OF WORKERS PER LOCAL MUNICIPALITY
CAPRICORN	Aganang Local Municipality	3
	Blouberg Local Municipality	4
	Lepele-Nkumpi Local Municipality	5
	Molemole Local Municipality	3
	Polokwane Local Municipality	16
CHRIS HANI	Emalaheni Local Municipality	3
	Engcobo Local Municipality	3
	Inkwanca Local Municipality	1
	Intsika Yethu Local Municipality	4
	Inxuba Yethemba Local Municipality	2
	Lukanji Local Municipality	4
DR RUTH MOMPATI	Sakhisizwe Local Municipality	1
	Tsolwana Local Municipality	1
	Greater Taung Local Municipality	4
	Kagisano/Molopo Local Municipality	2
	Lekwa-Teemane Local Municipality	1
EHLANZENI	Mamusa Local Municipality	1
	Naledi Local Municipality	2
	Bushbuckridge Local Municipality	12
	Mbombela Local Municipality	14
	Nkomazi Local Municipality	8
ILEMBE	Thaba Chweu Local Municipality	3
	Umjindi Local Municipality	2
	KwaDukuza Local Municipality	6
	Mandeni Local Municipality	3
	Maphumulo Local Municipality	2
IOE QGHABI	Ndwedwe Local Municipality	3
	Elundini Local Municipality	3
	Gariep Local Municipality	1
	Maletswai Local Municipality	1
JOHN TEMOLO REABETSIE	Senqu Local Municipality	3
	Gamagara Local Municipality	2
	Ga-Segonyana Local Municipality	1
MOPANI	Joe Morolong Local Municipality	2
	Ba-Phalaborwa Local Municipality	4
	Greater Giyani Local Municipality	6
	Greater Letaba Local Municipality	5
	Greater Tzaneen Local Municipality	9
NGAKA-MODIRI MOLEMA	Maruleng Local Municipality	2
	Ditsobotla Local Municipality	4
	Mafikeng Local Municipality	7
	Ramotshere Moiloa Local Municipality	4

LOCAL MUNICIPALITY	MUNICNAME	NUMBER OF WORKERS PER LOCAL MUNICIPALITY
	Ratlou Local Municipality	2
	Tswaing Local Municipality	3
OR TAMBO	King Sabata Dalindyebo Local Municipality	9
	Mhlontlo Local Municipality	4
	Ngquza Hill Local Municipality	5
	Nyandeni Local Municipality	5
	Port St Johns Local Municipality	3
SEKHUKHUNE	Elias Motsoaledi Local Municipality	5
	Ephraim Mogale Local Municipality	3
	Fetakgomo Local Municipality	2
	Greater Tubatse Local Municipality	7
	Makhuduthamaga Local Municipality	6
SIBANDE	Albert Luthuli Local Municipality	4
	Dipaleseng Local Municipality	1
	Govan Mbeki Local Municipality	7
	Lekwa Local Municipality	3
	Mkhondo Local Municipality	3
	Msukaligwa Local Municipality	4
	Pixley Ka Seme Local Municipality	2
UGU	Ezingoleni Local Municipality	1
	Hibiscus Coast Local Municipality	6
	Umdoni Local Municipality	2
	UMuziwabantu Local Municipality	2
	Umzumbe Local Municipality	3
UMGUNGUNDLOVU	Impendle Local Municipality	1
	Mkhambathini Local Municipality	1
	Mpofana Local Municipality	1
	Richmond Local Municipality	1
	The Msunduzi Local Municipality	14
	uMngeni Local Municipality	3
	uMshwathi Local Municipality	2
UMKHANYAKUDE	Jozini Local Municipality	3
	Mtubatuba Local Municipality	3
	The Big 5 False Bay Local Municipality	1
	Umhlabuyalingana Local Municipality	3
UMZINYATHI	Endumeni Local Municipality	1
	Msinga Local Municipality	3
	Nqutu Local Municipality	3
	Umvoti Local Municipality	2
UTSHUKELA	Emnambithi/Ladysmith Local Municipality	5
	Imbabazane Local Municipality	2
	Indaka Local Municipality	2

LOCAL MUNICIPALITY	MUNICNAME	NUMBER OF WORKERS PER LOCAL MUNICIPALITY
	Okhahlamba Local Municipality	2
	Umtshezi Local Municipality	2
UTHUNGULU	Mfolozi Local Municipality	2
	Mthonjaneni Local Municipality	1
	Nkandla Local Municipality	2
	Ntambanana Local Municipality	1
	uMhlathuze Local Municipality	8
	uMlalazi Local Municipality	4
VEMBE	Makhado Local Municipality	12
	Musina Local Municipality	2
	Mutale Local Municipality	2
	Thulamela Local Municipality	14
WATERBERG	Bela-Bela Local Municipality	2
	Lephalale Local Municipality	3
	Modimolle Local Municipality	2
	Mogalakwena Local Municipality	7
	Mookgopong Local Municipality	1
	Thabazimbi Local Municipality	2
WESRAND	Merafong City Local Municipality	6
	Mogale City Local Municipality	10
	Randfontein Local Municipality	4
	Westonaria Local Municipality	3
XHARIEP	Kopanong Local Municipality	4
	Letsemeng Local Municipality	1
	Mohokare Local Municipality	1
	Naledi Local Municipality	1
ZULULAND	Abaqulusi Local Municipality	4
	eDumbe Local Municipality	1
	Nongoma Local Municipality	3
	Ulundi Local Municipality	3
	UPhongolo Local Municipality	3
Grand Total		510

Appendix 11.2

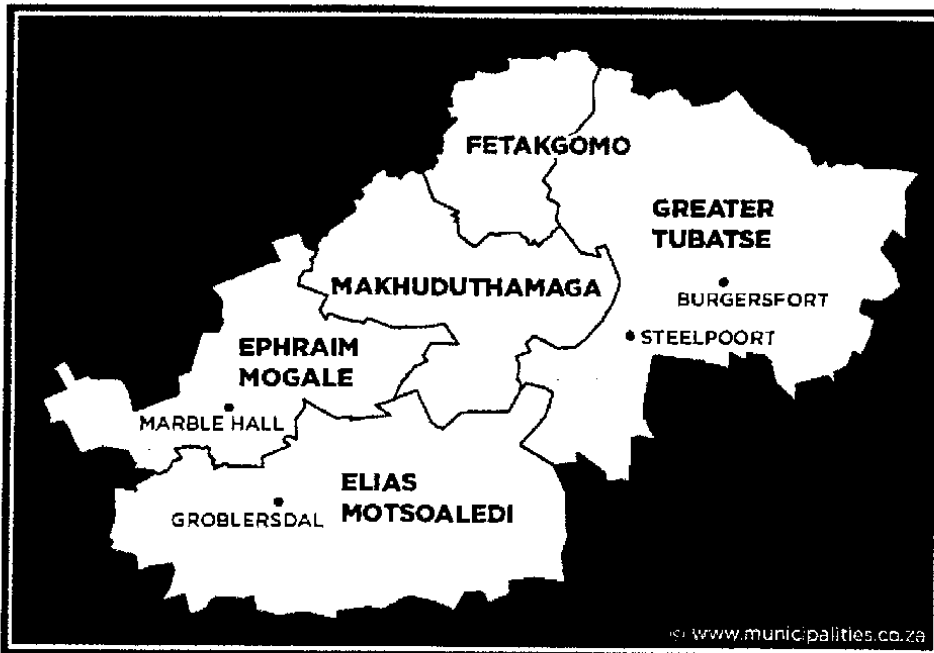
Phase 1: Project Execution

Targeted Areas and Information:

To follow the various areas that will be targeted and form part of the costing in this proposal:

LIMPOPO – SEKHUKHUNE

DISTRICT MUNICIPALITY: 3 WES STREET, GROBLERSDAL



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Elias Motsoaledi Local Municipality	30	60 251	10	5	40 167
Ephraim Mogale Local Municipality	16	32 284	30	3	21 523
Fetakgomo Local Municipality	13	22 851	122	2	15 233
Greater Tubatse Local Municipality	31	83 199	148	7	55 466
Makhuduthamaga Local Municipality	31	65 217	100	6	43 478

LIMPOPO – VEMBE

DISTRICT MUNICIPALITY: THOYONDOU RING ROAD, THOYOYANDOU



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Makhado Local Municipality	38	134 889	130	12	89 925
Musina Local Municipality	6	20 042	138	2	13 362
Mutale Local Municipality	13	23 751	30	2	15 833
Thulamela Local Municipality	40	156 594	15	14	104 394

LIMPOPO – WATERBERG

DISTRICT MUNICIPALITY: HARRY GWALA STREET, MODIMOLLE



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Bela-Bela Local Municipality	9	18 068	45	2	12 046
Lephalale Local Municipality	12	29 880	160	3	19 919
Modimolle Local Municipality	9	17 525	20	2	11 683
Mogalakwena Local Municipality	32	79 395	95	7	52 929
Mookgophong Local Municipality	5	9 918	60	1	6 612
Thabazimbi Local Municipality	12	25 080	160	2	16 720

LIMPOPO – CAPRICORN

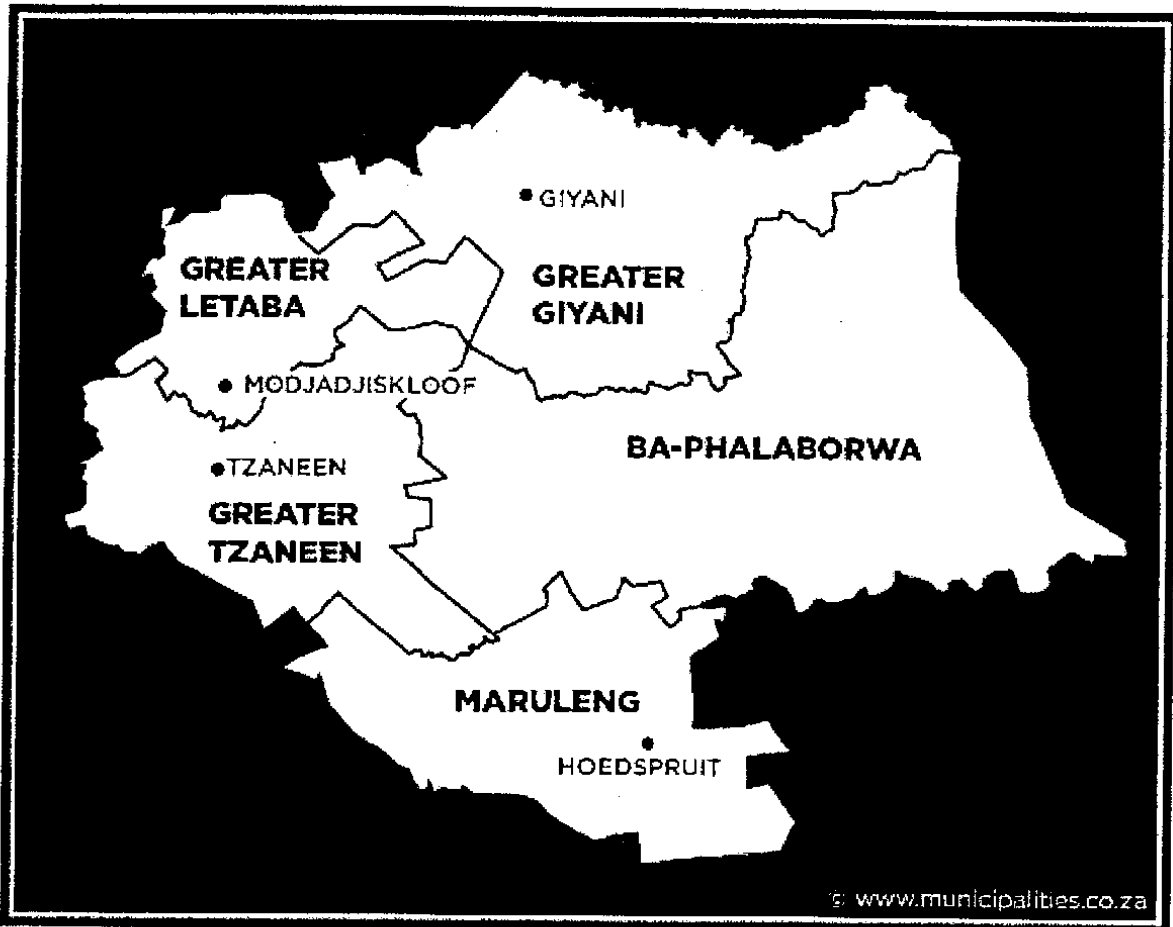
DISTRICT MUNICIPALITY: 41 BICCARD STREET, POLOKWANE



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Aganang Local Municipality	19	33 918	60	3	22 612
Blouberg Local Municipality	21	41 192	180	4	27 461
Lepele-Nkumpi Local Municipality	29	59 682	60	5	39 787
Molemole Local Municipality	14	30 043	70	3	20 029
Polokwane Local Municipality	38	178 001	20	16	118 666

LIMPOPO – MOPANI

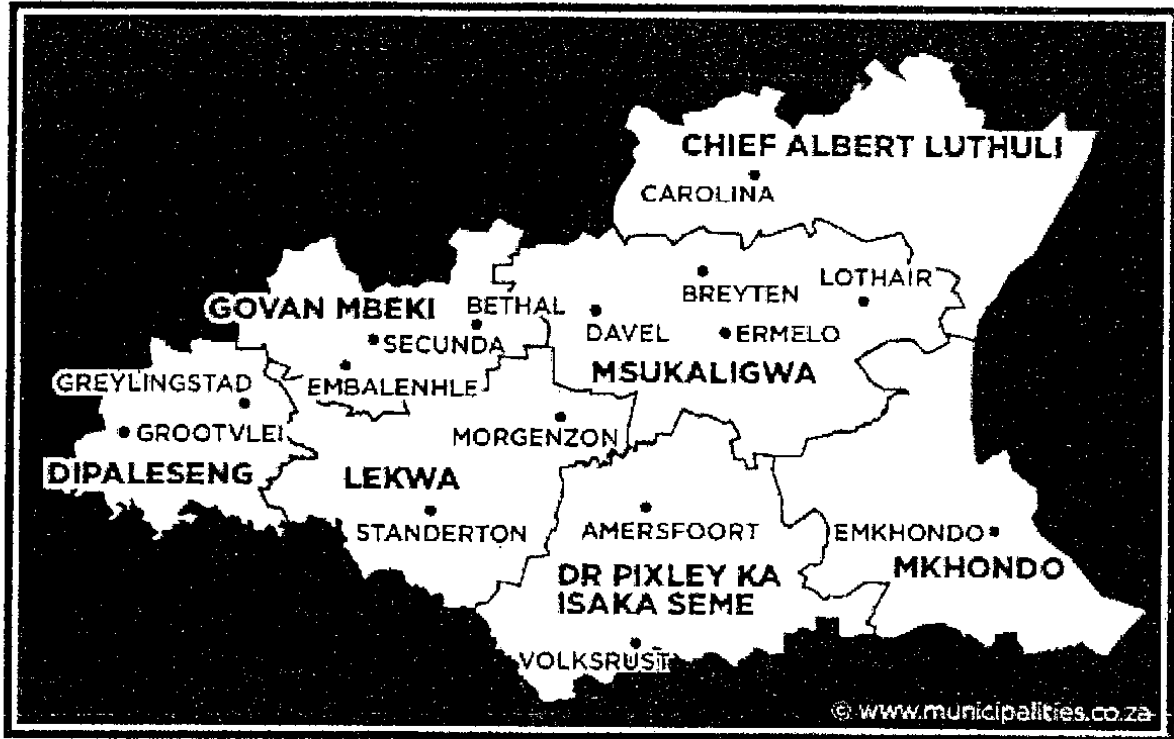
DISTRICT MUNICIPALITY: GOVERNMENT BUILDING, MAIN ROAD, GIYANI



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Ba-Phalaborwa Local Municipality	18	41 115	130	4	27 409
Greater Giyani Local Municipality	30	63 548	30	6	42 365
Greater Letaba Local Municipality	29	58 261	70	5	38 840
Greater Tzaneen Local Municipality	34	108 926	120	9	72 616
Maruleng Local Municipality	14	24 470	200	2	16 313

MPUMALANGA – SIBANDE

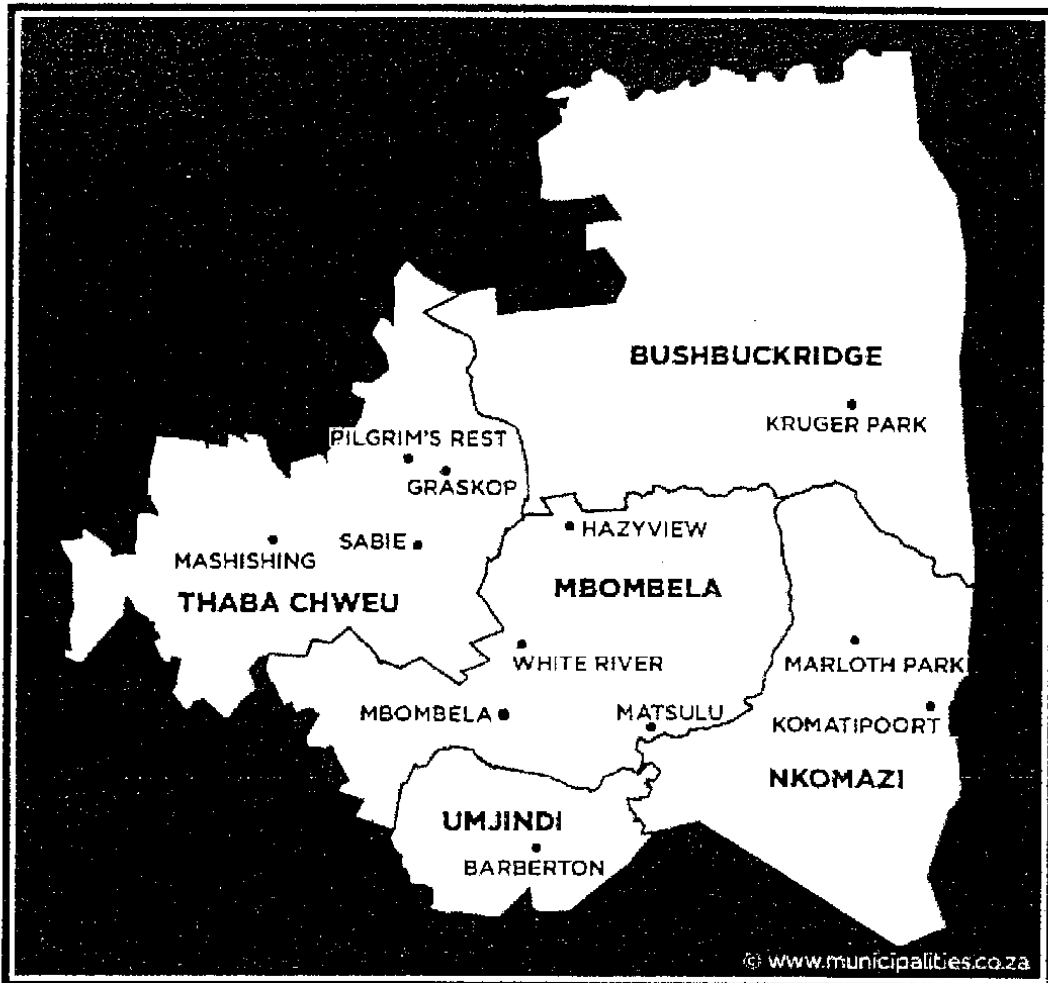
DISTRICT MUNICIPALITY: CNR JOOSTE & OOSHUIZEN STREET, ERMELO



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Albert Luthuli Local Municipality	25	47 705	90	4	31 803
Dipaleseng Local Municipality	6	12 637	200	1	8 425
Govan Mbeki Local Municipality	32	83 874	130	7	55 916
Lekwa Local Municipality	15	31 071	110	3	20 714
Mkhondo Local Municipality	19	37 433	100	3	24 955
Msukaligwa Local Municipality	19	40 932	15	4	27 288
Pixley Ka Seme Local Municipality	11	19 838	80	2	13 225

MPUMALANGA – EHLAZENI

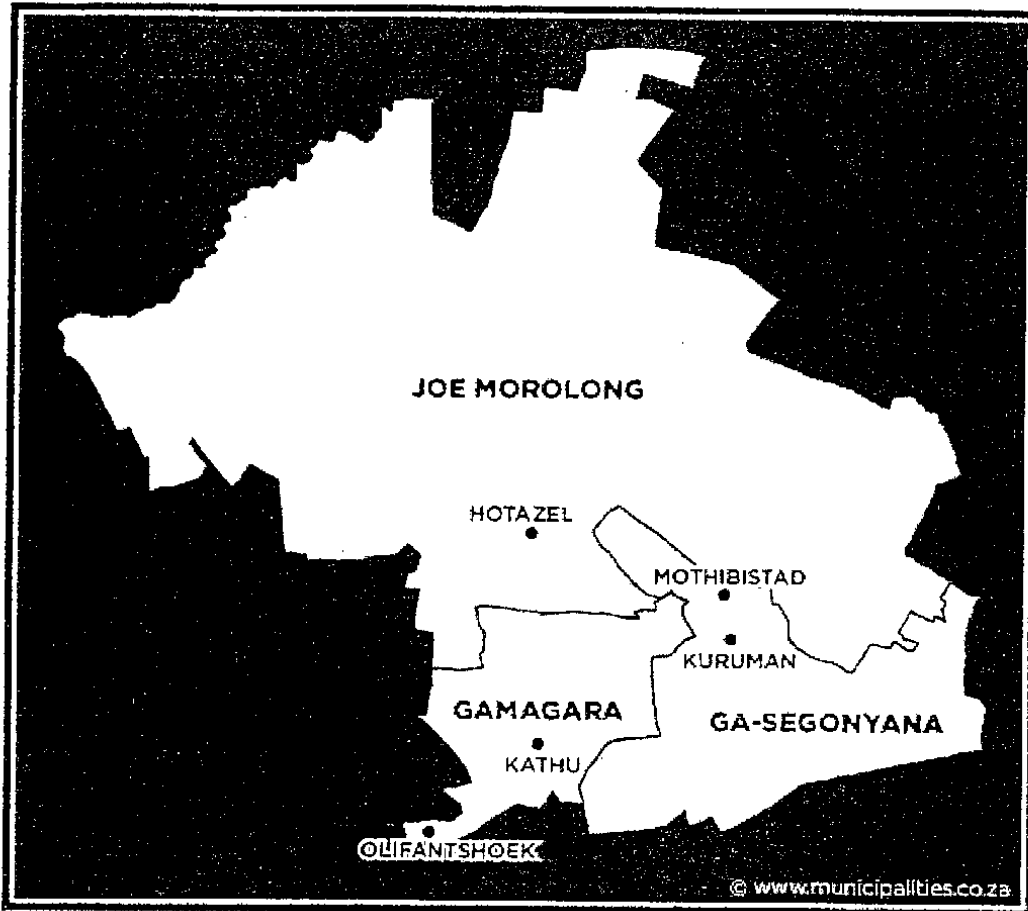
DISTRICT MUNICIPALITY: 8 VAN NIEKERK STR, MBOMBELA



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Bushbuckridge Local Municipality	37	134 197	130	12	89 463
Mbombela Local Municipality	39	161 773	30	14	107 847
Nkomazi Local Municipality	33	95 509	100	8	63 672
Thaba Chweu Local Municipality	14	33 352	80	3	22 234
Umjindi Local Municipality	9	20 255	45	2	13 503

NORTHERN CAPE – JOHN TEMOLO REABETSIE

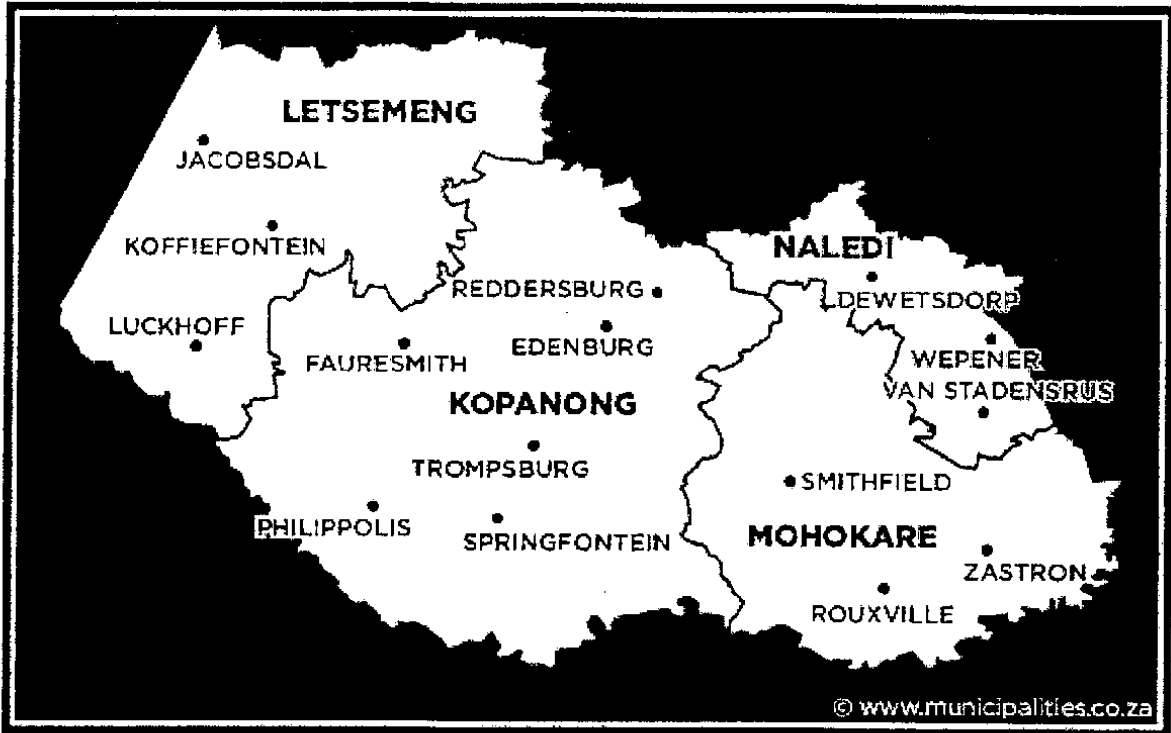
DISTRICT MUNICIPALITY: 4 Federale Mynbou Street, Kuruman



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Gamagara Local Municipality	5	26 816	60	2	17 876
Ga-Segonyana Local Municipality	13	10 808	10	1	7 205
Joe Morolong Local Municipality	15	23 707	30	2	15 805

FREE STATE - XHARIEP

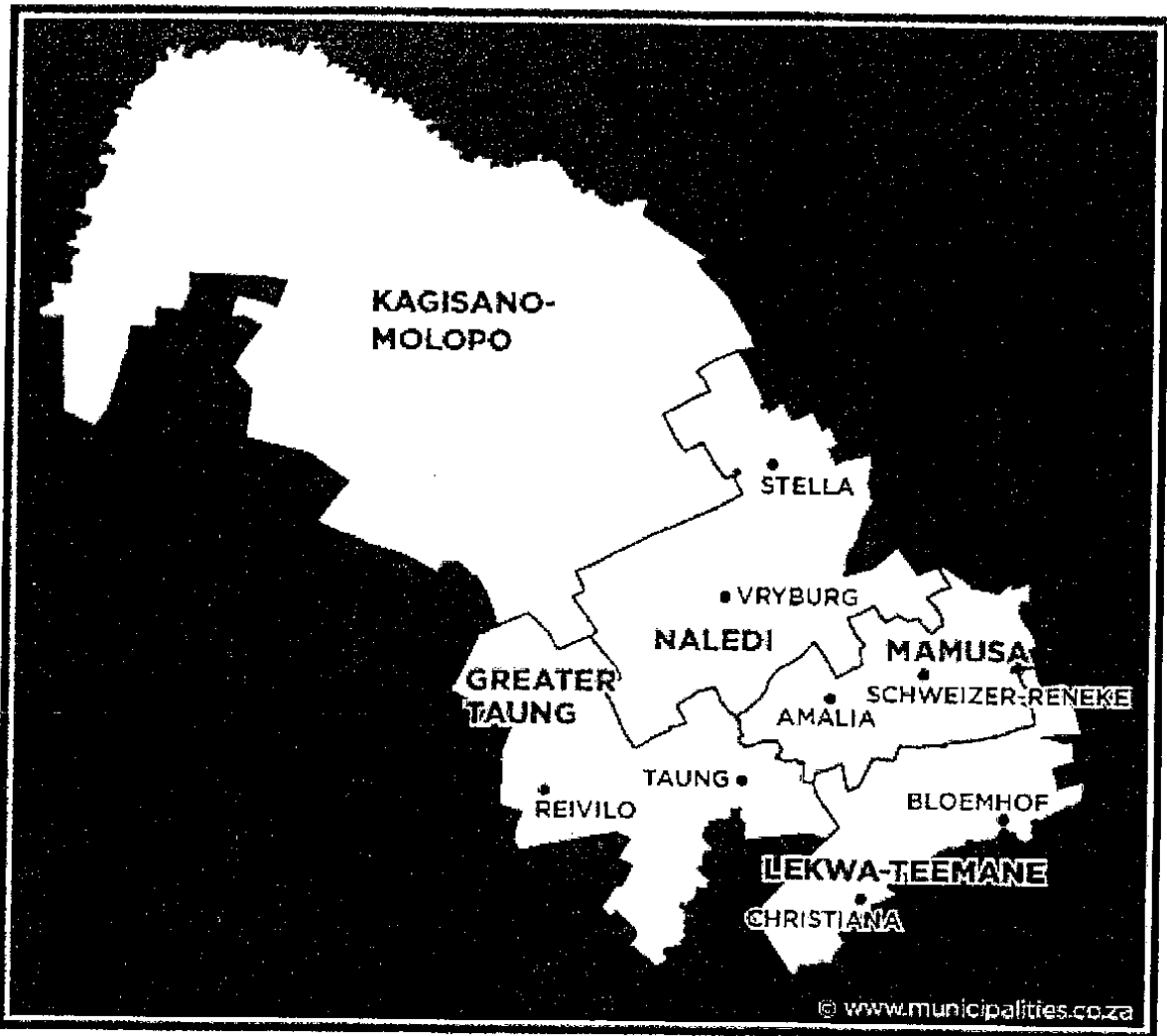
DISTRICT MUNICIPALITY: 20 LOUW STREET, TROMPSBURG



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Kapanong Local Municipality	8	45 368	50	4	30 245
Letsemeng Local Municipality	6	11 242	160	1	7 494
Mohokare Local Municipality	6	10 793	192	1	7 195
Naledi Local Municipality	4	7 690	200	1	5 127

NORTH-WEST – DR RUTH MOMPATI

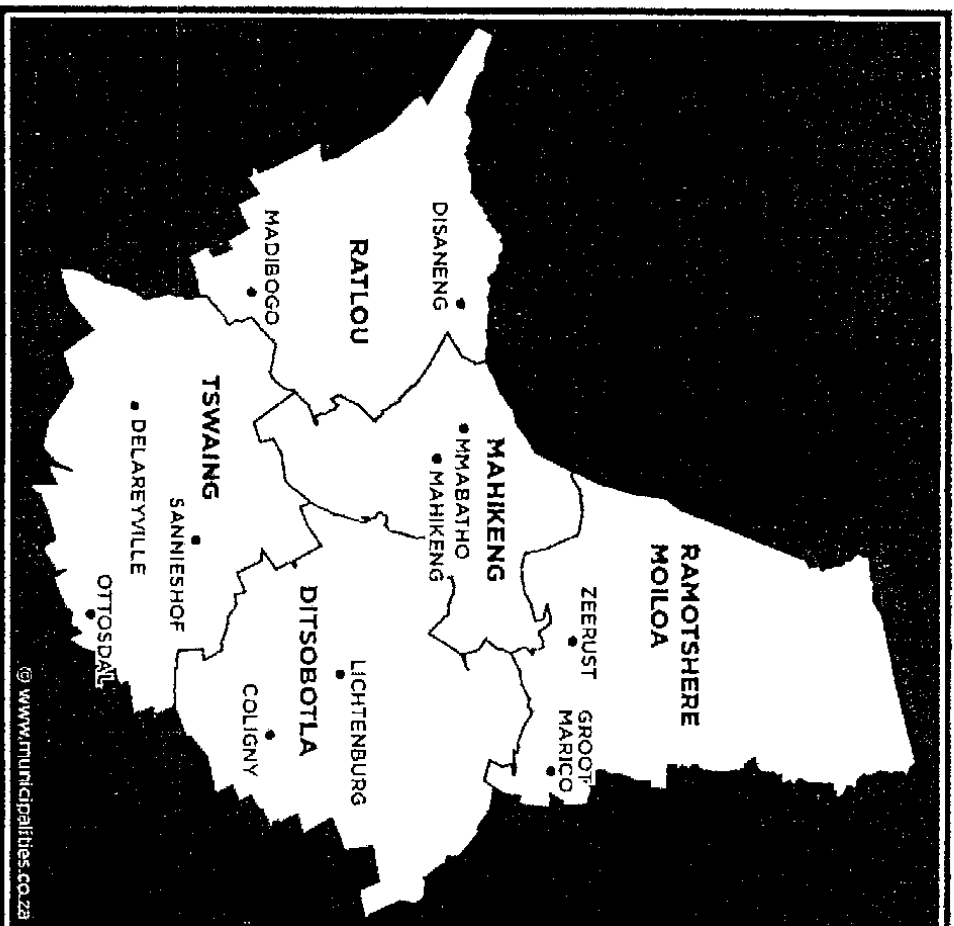
DISTRICT MUNICIPALITY: 50 MARKET STREET, VRYBURG



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Greater Taung Local Municipality	26	48 613	80	4	32 408
Kagisano/Molapo Local Municipality	15	28 531	180	2	19 021
Lekwa-Teemane Local Municipality	7	14 930	130	1	9 953
Mamusa Local Municipality	8	14 625	80	1	9 749
Naledi Local Municipality	9	18 572	10	2	12 381

NORTH-WEST – NGAKA MODIRI MOLEMA

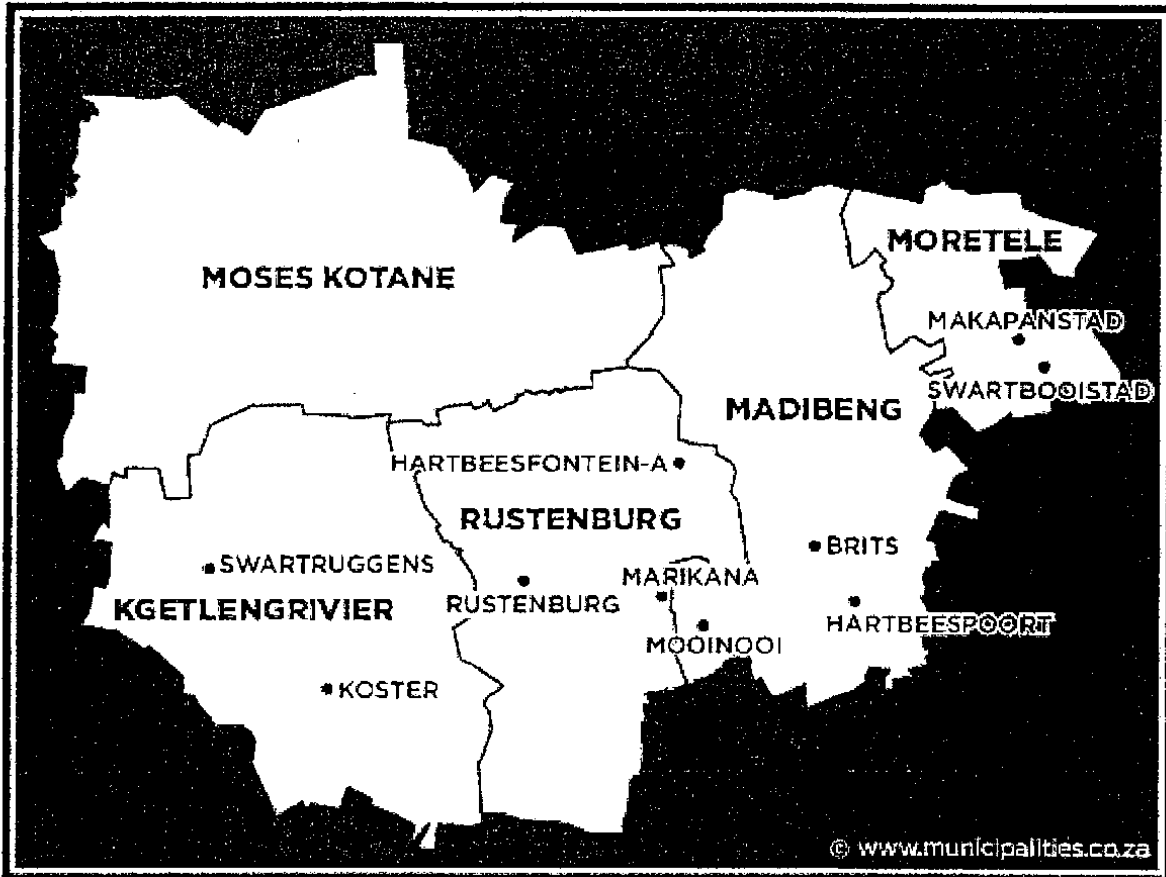
DISTRICT MUNICIPALITY: Cnr Carrington Street & 1st Avenue, Industrial Site, Mahikeng



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Ditsobotla Local Municipality	21	44 500	110	4	29 667
Mafikeng Local Municipality	31	84 239	10	7	56 159
Ramotshere Moiloa Local Municipality	20	40 740	70	4	27 160
Ratlou Local Municipality	14	26 889	80	2	17 926
Swaijgs Local Municipality	15	30 634	160	3	20 423

NORTH-WEST – BOJANALA

DISTRICT MUNICIPALITY: Cnr Beyers Naude & Fatima Bhayat Drives, Rustenburg

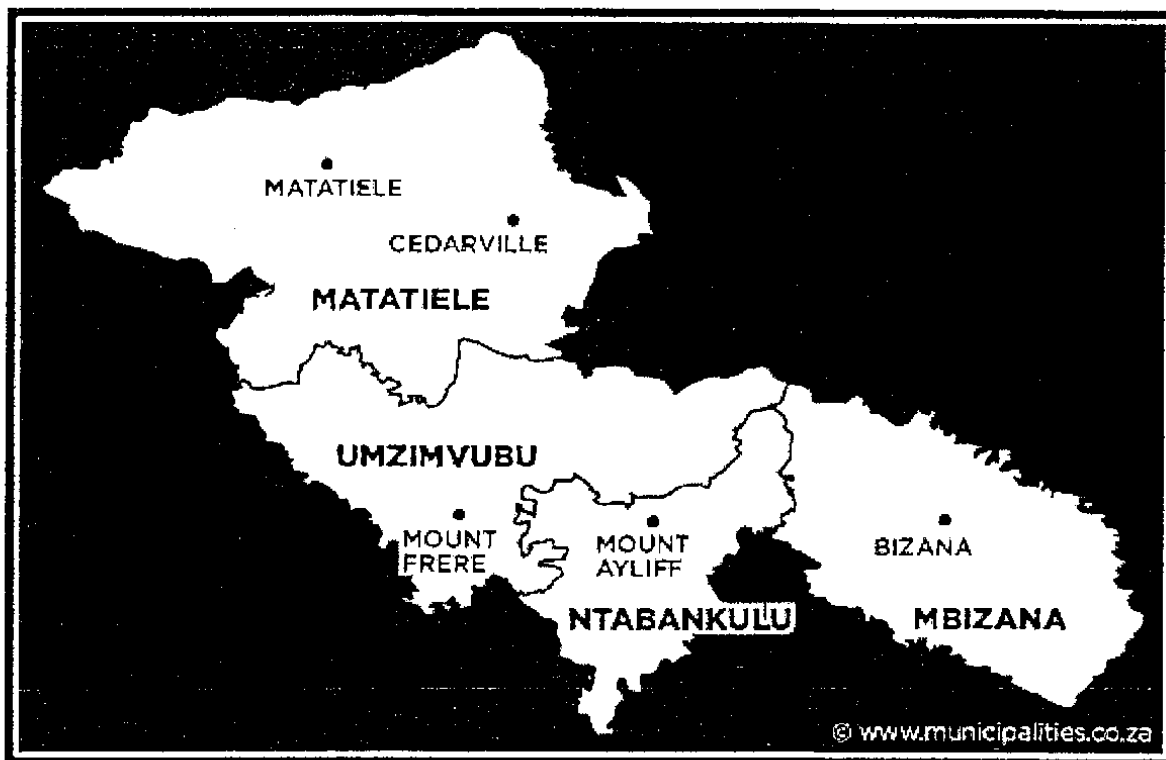


Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Kgetlengrivier Local Municipality	6	14 673	55	1	9 782
Local Municipality of Madibeng Local Municipality	36	160 724	80	14	107 147
Moretele Local Municipality	28	52 063	180	5	34 708
Moses Kotane Local Municipality	31	75 193	85	7	50 128
Rustenburg Local Municipality	38	199 044	25	17	132 695

EASTERN CAPE – ALFRED NZO

DISTRICT MUNICIPALITY: Ntsizwa Street, Mount Ayliff

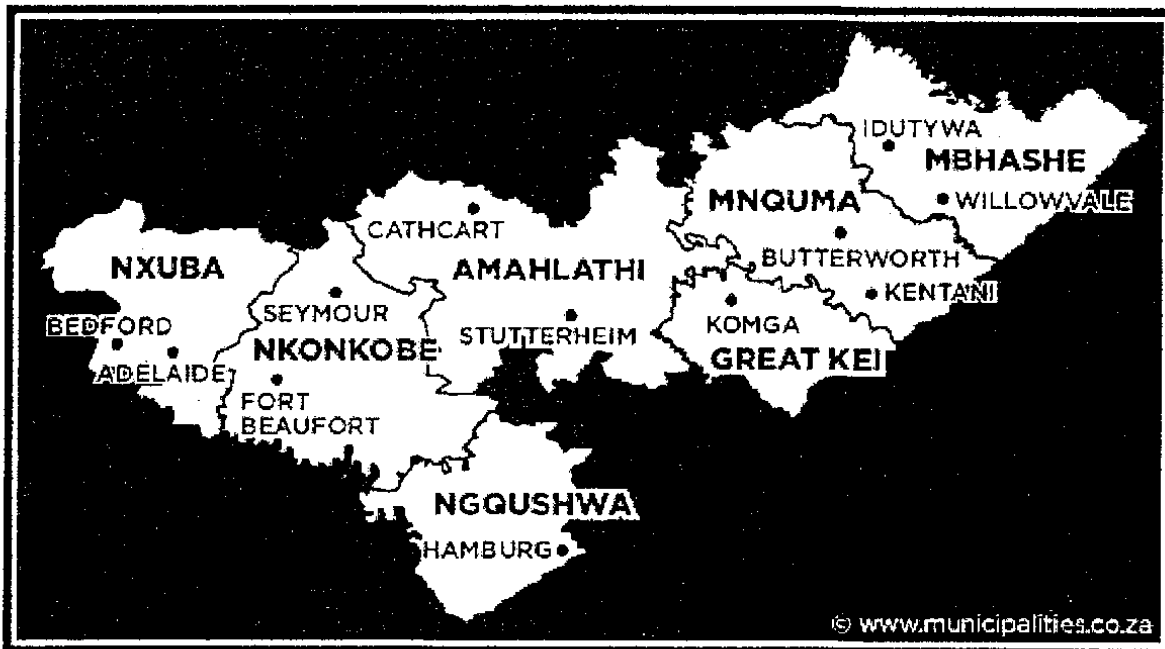
Tel: 039 254 5000



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Matatiele Local Municipality	26	49 527	106	4	33 018
Mbizana Local Municipality	31	48 447	80	4	32 297
Ntabankulu Local Municipality	18	24 397	40	2	16 265
Umzimvubu Local Municipality	27	46 891	60	4	31 261

EASTERN CAPE – AMATHOLE

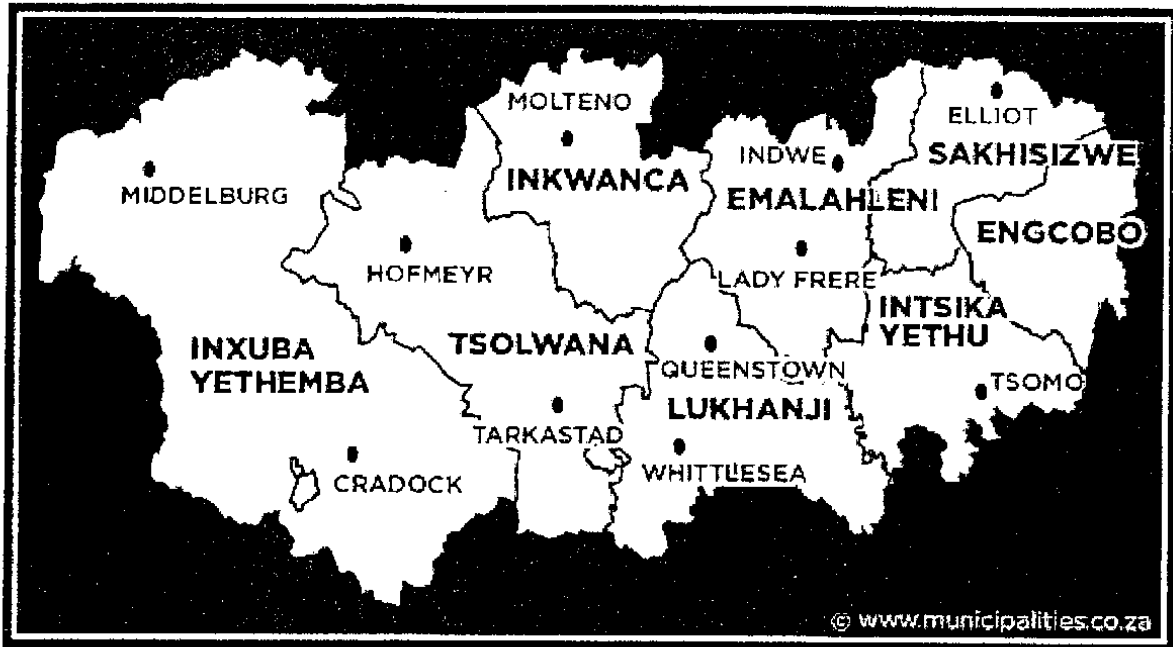
DISTRICT MUNICIPALITY: 40 Cambridge Street, East London



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Amahlathi Local Municipality	20	34 159	140	3	22 772
Great Kei Local Municipality	7	10 310	55	1	6 873
Mbhashe Local Municipality	31	60 124	160	5	40 082
Mnguma Local Municipality	31	69 732	170	6	46 488
Ngqushwa Local Municipality	13	21 384	90	2	14 256
Nkonkobe Local Municipality	21	35 355	160	3	23 570
Nxuba Local Municipality	4	6 711	240	1	4 474

EASTERN CAPE – CHRIS HANI

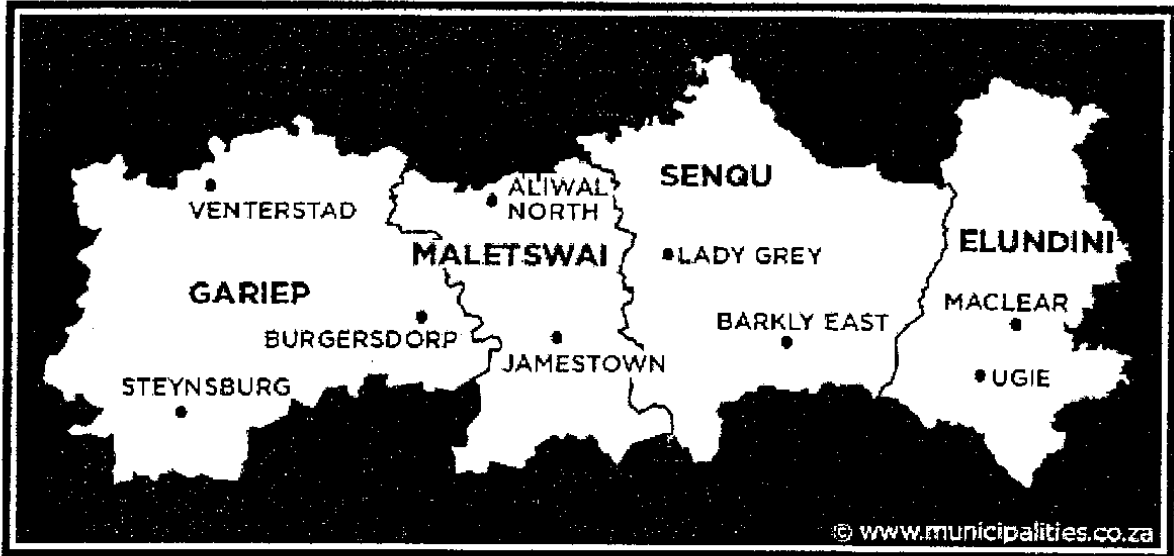
DISTRICT MUNICIPALITY: 15 Bells Road, Queenstown



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Emalahleni Local Municipality	17	31 681	100	3	21 120
Engcobo Local Municipality	20	37 214	160	3	24 809
Inkwanca Local Municipality	4	6 228	100	1	4 151
Intsika Yethu Local Municipality	21	40 448	120	4	26 965
Inxuba Yethemba Local Municipality	9	18 463	150	2	12 309
Lukanji Local Municipality	27	51 173	10	4	34 115
Sakhisizwe Local Municipality	9	16 151	130	1	10 767
Tsolwana Local Municipality	5	9 494	100	1	6 329

EASTERN CAPE – JOE QGHABI

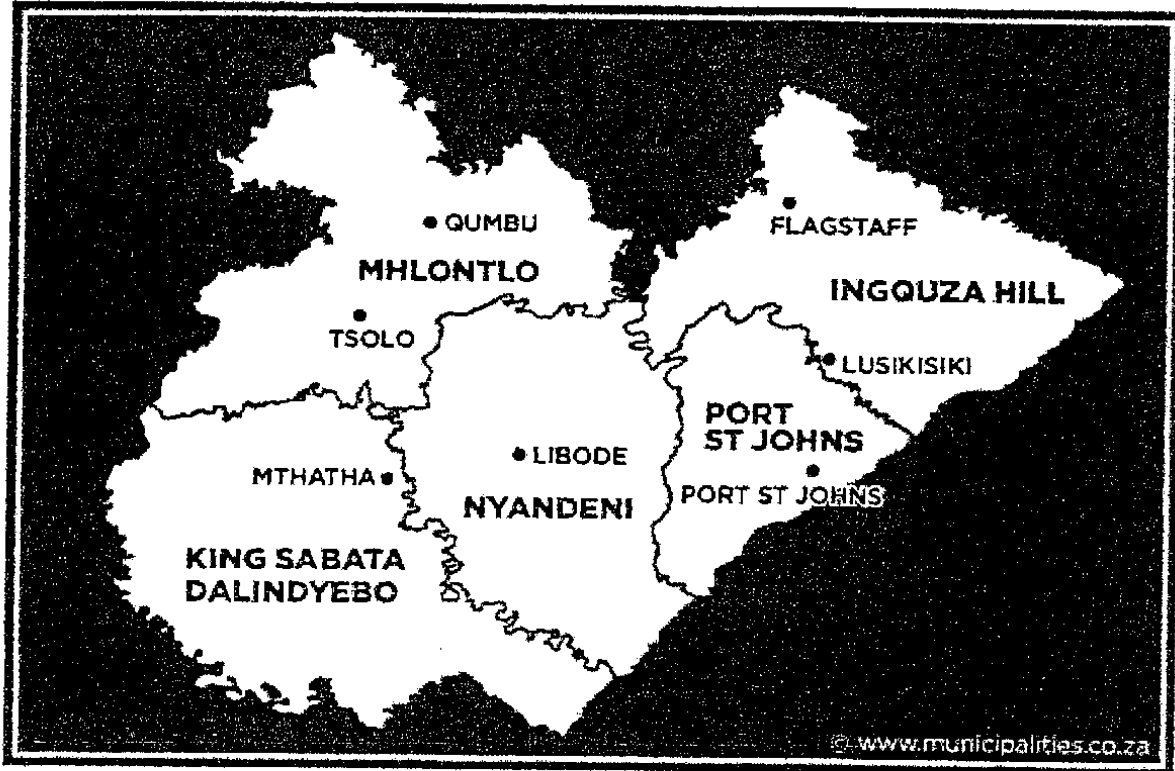
DISTRICT MUNICIPALITY: Cnr Cole & Graham Streets, Barkly East



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Elundini Local Municipality	17	37 854	63	3	25 236
Gariiep Local Municipality	5	9 770	200	1	6 513
Maletswai Local Municipality	6	12 105	154	1	8 070
Senqu Local Municipality	19	38 046	15	3	25 363

EASTERN CAPE – OR TAMBO

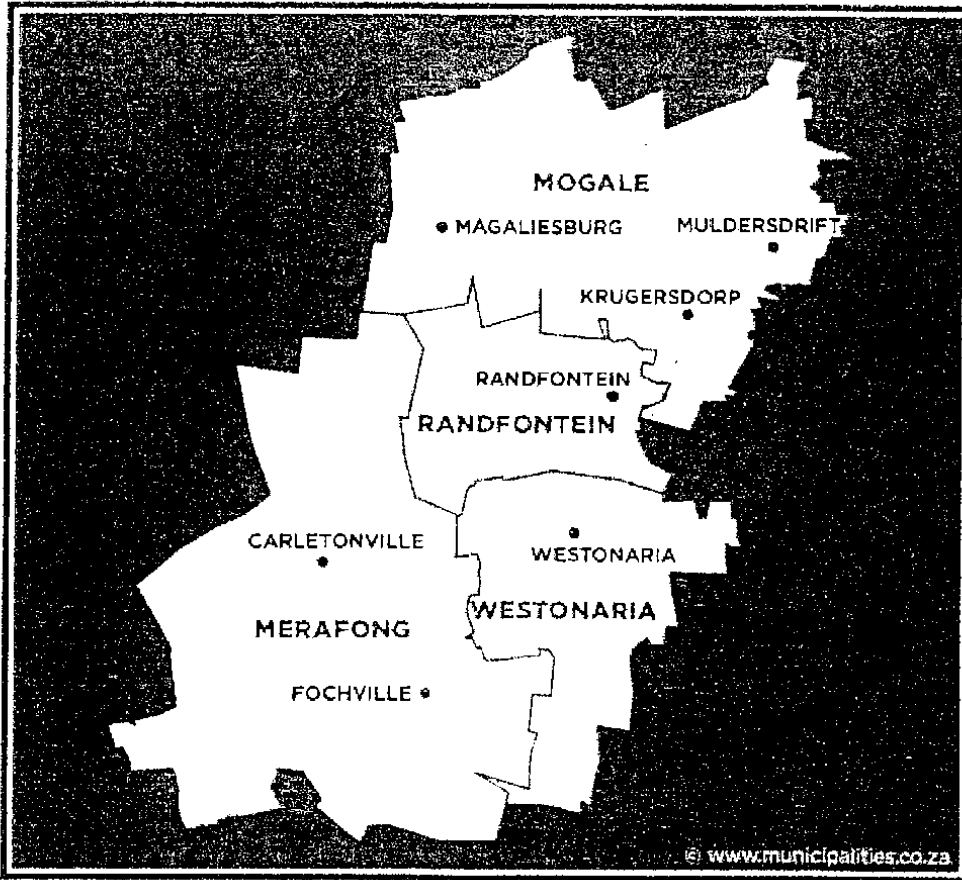
DISTRICT MUNICIPALITY: OR Tambo House, Nelson Mandela Drive, Myezo Park, Mthata



Row Labels:	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
King Sabata Dalindyebo Local Municipality	35	105 240	40	9	70 159
Mhlonhle Local Municipality	26	43 414	62	4	28 942
Ngquza Hill Local Municipality	31	56 213	155	5	37 475
Nyandeni Local Municipality	31	61 647	55	5	41 097
Port St Johns Local Municipality	20	31 715	100	3	21 143

GAUTENG - WESRAND

DISTRICT MUNICIPALITY: Cnr Sixth & Park Streets, Randfontein



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Merafong City Local Municipality	28	66 624	60	6	44 415
Mogale City Local Municipality	34	117 373	27	10	78 247
Randfontein Local Municipality	22	43 299	10	4	28 866
Westonaria Local Municipality	16	40 101	27	3	26 733

KZN - UGU

DISTRICT MUNICIPALITY: 28 Connor Street, Port Shepstone



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Ezingoleni Local Municipality	6	11 472	40	1	7 648
Hibiscus Coast Local Municipality	29	72 175	15	6	48 116
Umdoni Local Municipality	10	22 869	63	2	15 247
Umuziwabantu Local Municipality	10	21 619	80	2	14 413
Umzambe Local Municipality	19	35 171	60	3	23 447

KZN - UMGUNGUNDLOVU

DISTRICT MUNICIPALITY: 242 Langalibalele Street, Pietermaritzburg



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Impendle Local Municipality	4	8 203	75	1	5 469
Mkhambathini Local Municipality	7	14 964	50	1	9 975
Mopfana Local Municipality	4	10 452	70	1	6 968
Richmond Local Municipality	7	16 440	60	1	10 960
The Msunduzi Local Municipality	37	163 993	10	14	109 327
uMngeni Local Municipality	12	30 490	25	3	20 327
uMSHWATHI Local Municipality	13	28 124	35	2	18 750

KZN - UMKHANYAKUDE

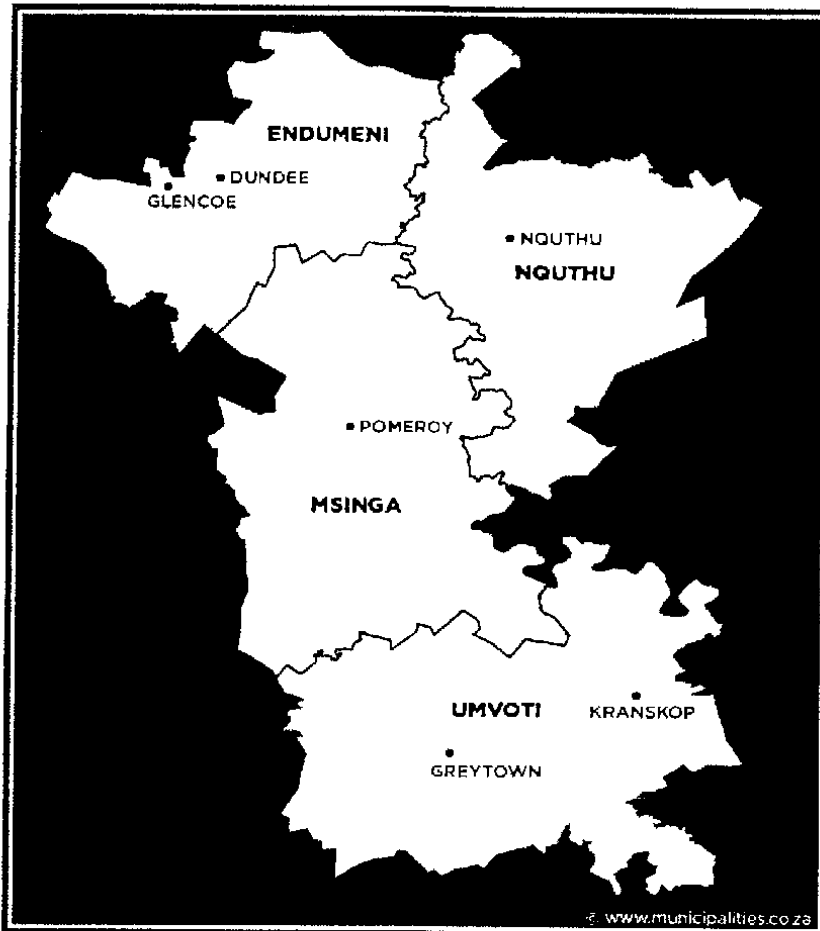
DISTRICT MUNICIPALITY: Harlingen No.13433, Mkuze



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Jozini Local Municipality	20	38 849	15	3	25 898
Mtubatuba Local Municipality	19	34 905	40	3	23 269
The Big 5 False Bay Local Municipality	4	7 998	100	1	5 331
Umhlabuyalingana Local Municipality	17	33 857	90	3	22 571

KZN - UMZINYATHI

DISTRICT MUNICIPALITY: 39 Victoria Street, Princess Magogo Building, Dundee



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Endumeni Local Municipality	6	16 851	10	1	11 234
Msinga Local Municipality	19	37 724	60	3	25 149
Ngutu Local Municipality	17	31 612	90	3	21 074
Umvoti Local Municipality	11	27 282	130	2	18 188

KZN - UTHUKELA

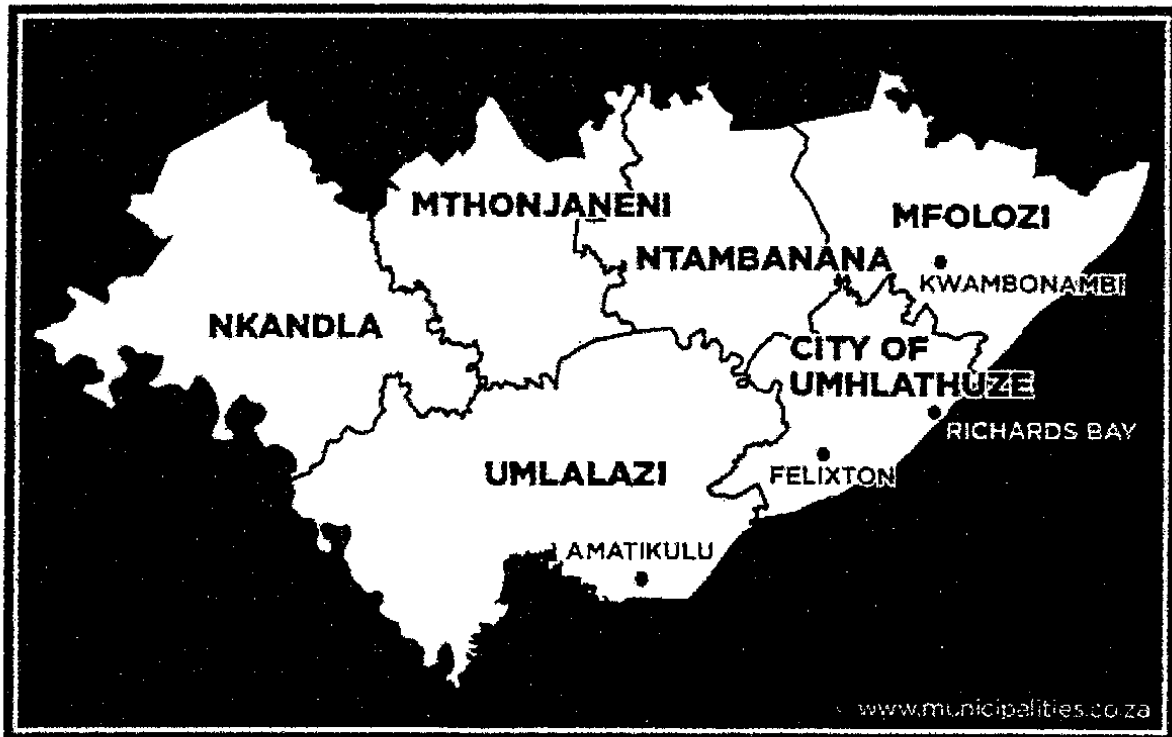
DISTRICT MUNICIPALITY: 36 Lyel Street / 33 Forbes Street, Ladysmith



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Emnambithi/Ladysmith Local Municipality	27	58 058	70	5	38 705
Imbabazane Local Municipality	13	22 365	95	2	14 910
Indaka Local Municipality	10	20 035	75	2	13 356
Okhahlamba Local Municipality	14	27 576	70	2	18 384
Umtshezi Local Municipality	9	19 252	95	2	12 834

KZN - UTHUNGULU

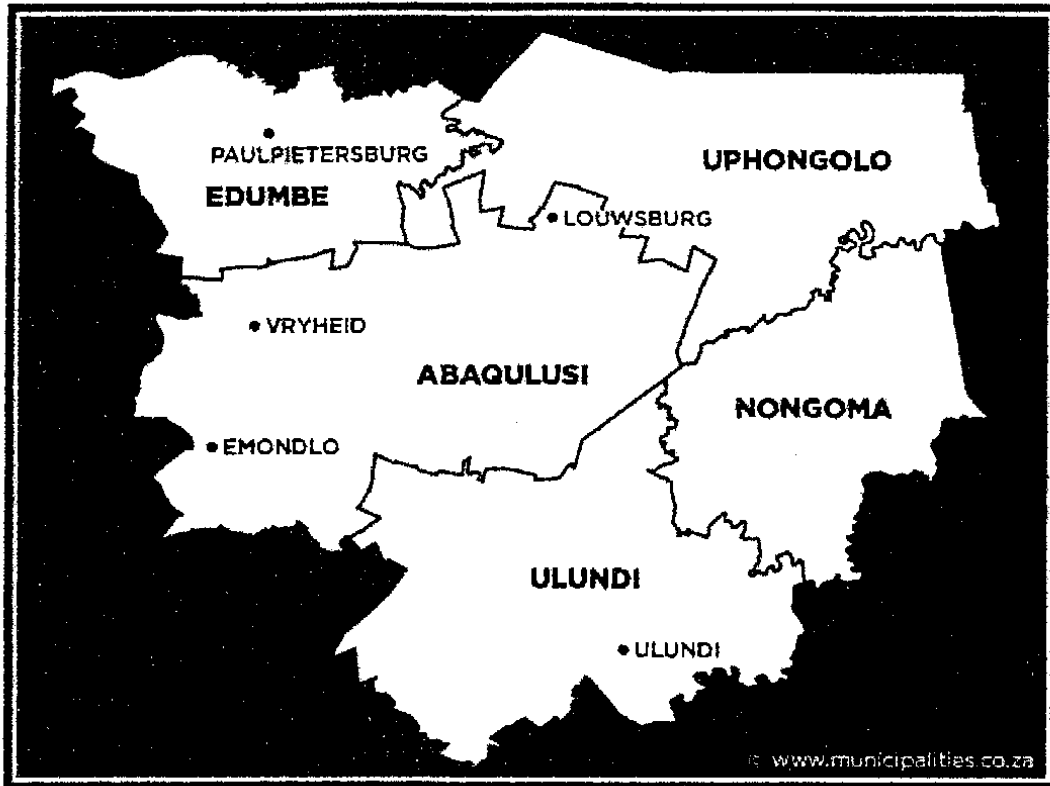
DISTRICT MUNICIPALITY: uThungulu House, Kruger Rand, Richards Bay



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF LOCAL MUNICIPALITY	NUMBER OF WORKERS PER MUNICIPALITY	NUMBER OF SURVEYS
Mfolozi Local Municipality	15	25 584	80	2	17 056	
Mthonjaneni Local Municipality	6	10 433	85	1	6 955	
Nkandla Local Municipality	14	22 463	160	2	14 975	
Ntambanana Local Municipality	8	12 826	60	1	8 550	
uMhlathuze Local Municipality	30	86 609	20	8	57 739	
uMlalazi Local Municipality	26	45 062	90	4	30 041	

KZN - ZULULAND

DISTRICT MUNICIPALITY: 400 Ugagane Street, Ulundi



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF WORKERS PER LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Abaqulusi Local Municipality	22	43 299	150	4	28 866
eDumbe Local Municipality	8	16 138	170	1	10 759
Nongoma Local Municipality	21	34 341	60	3	22 894
Ulundi Local Municipality	24	35 198	10	3	23 464
Uphongolo Local Municipality	14	28 772	131	3	19 181

KZN - AMAJUBA

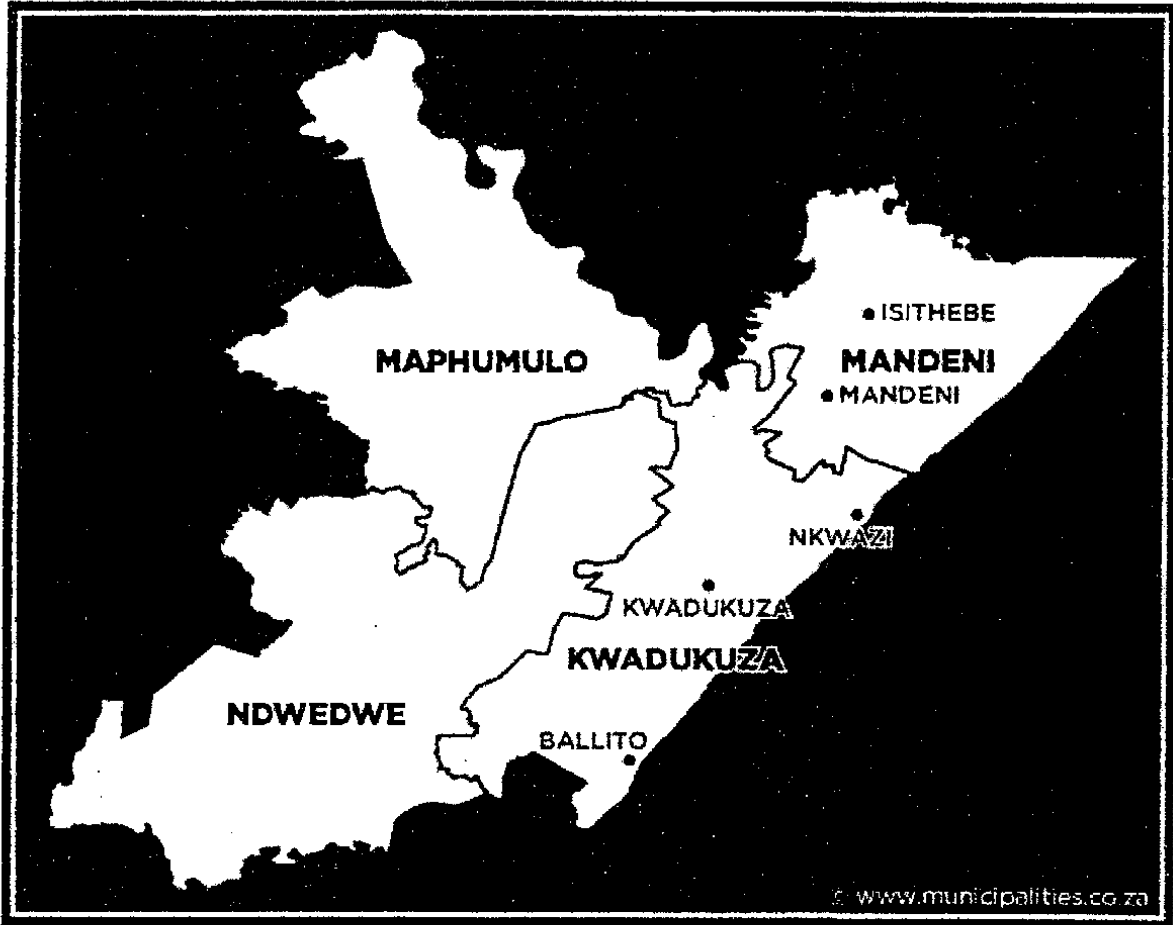
DISTRICT MUNICIPALITY: B9356 Amajuba Building, Madadeni



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF LOCAL MUNICIPALITY	NUMBER OF SURVEYS
Dannhauser Local Municipality	11	20 439	45	2	13 626
Emadlangeni Local Municipality	4	6 252	60	1	4 168
Newcastle Local Municipality	31	84 272	25	7	56 181

KZN - ILEMBE

DISTRICT MUNICIPALITY: iLembe House, 59/61 Mahatma Ghandi Street, KwaDukuza



Row Labels	NUMBER OF WARD	NUMBER OF HOUSEHOLDS	DISTANCE TO DISTRICT OFFICES (KM)	NUMBER OF LOCAL WORKERS PER MUNICIPALITY	NUMBER OF SURVEYS
KwaDukuza Local Municipality	27	70 284	10	6	46 855
Mandeni Local Municipality	17	38 235	40	3	25 490
Maphumulo Local Municipality	11	19 973	50	2	13 314
Ndwedwe Local Municipality	19	29 200	83	3	19 466