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**BID NUMBER: TENDER-INS/2024/25/010**

**BID DESCRIPTION – APPOINTMENT OF AN ACCOUNTING CONSULTANCY/ FIRM TO PERFORM AN ASSESSMENT OF THE STRUCTURE, CAPACITY AND PROCESSES IN THE FINANCE DIVISION AND TO PROVIDE HIGH LEVEL SUPPORT AND ADVISORY SERVICES TO THE CHIEF EXECUTIVE OFFICER FOR A PERIOD OF TWENTY-FOUR (24) MONTHS.**

Tender documents are obtainable from **13 December 2024** from the following websites:

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

**Closing Date: 5 February 2025 at 11:00 am**

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

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



**inseta**

INSURANCE SECTOR EDUCATION  
AND TRAINING AUTHORITY

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## TERMS OF REFERENCE

**BID NUMBER: TENDER-INS/2024/25/010**

**BID DESCRIPTION – APPOINTMENT OF AN ACCOUNTING CONSULTANCY/ FIRM TO PERFORM AN ASSESSMENT OF THE STRUCTURE, CAPACITY AND PROCESSES IN THE FINANCE DIVISION AND TO PROVIDE HIGH LEVEL SUPPORT AND ADVISORY SERVICES TO THE CHIEF EXECUTIVE OFFICER FOR A PERIOD OF TWENTY-FOUR (24) MONTHS.**



**Board Members:** Ms. V. Pearson (Organised Employer), Ms. L. van der Merwe (Organised Employer), Ms. Z. Motsa (Organised Employer), Mr. K.A.A. Sungay (Organised Employer), Mr. M. Soobramoney (Organised Labour), Mr. J.J.M. Mabena (Organised Labour), Ms. S.A. Anders (Organised Labour), Mr. C.B. Botha (Organised Labour), Ms. S.T. Dinyake (Organised Labour), Ms. N.B. Jonas (Organised Labour), Ms. F. Mabaso (Professional Bodies), Mr. S.M. Mpuru (Professional Bodies)

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## 1. BACKGROUND

- 1.1 The Insurance Sector Education and Training Authority (INSETA) is a public entity listed in schedule 3A of the PFMA and was established in March 2000. The INSETA must, in accordance with any prescribed requirements, perform in accordance with the Skills Development Act (SDA), the Skills Development Levies Act (SDLA), the Public Finance Management Act (PFMA), any other relevant legislation and the Constitution.
- 1.2 The INSETA hereby invite service providers to submit proposals for the appointment of an accounting consultancy/ firm to perform an assessment of the structure, capacity and processes in the Finance division and to provide high level support and advisory services to the Chief Executive Officer for a period of twenty-four (24) months.

## 2. SITUATIONAL ANALYSIS

- 2.1 INSETA has recently undergone an organisational structure review and implemented it in 2022, key amongst the changes effected through this new structure was the insourcing of the Finance Management function. The organisation has already effected some additional changes aimed at strengthening the capacity of the entire Office of the Chief Financial Officer (CFO).
- 2.2 While some improvements have been noted, there have also been challenges observed within the Finance Management Department with some of these challenges contributing towards a qualified audit outcome for two consecutive years. It is therefore necessary for the INSETA to assess the current capacity of the Finance department, organogram, policy and process environment.
- 2.3 This will further ensure an assessment of the Finance Management's current and required skills sets in order to ensure that the INSETA is equipped with such required skills set.

## 3. SCOPE OF WORK

- 3.1 The prospective consultancy is expected to provide INSETA with a team of three (03) qualified and experienced consultants to perform the following services:
  - 3.1.1 Assess the effectiveness of the Finance Department's current structure.
  - 3.1.2 Assess the current capacity through a work-study for the Finance division's staff in line with their positions.
  - 3.1.3 Assess the effectiveness of policies, processes and internal controls throughout the entire finance value chain.
  - 3.1.4 Develop and align back-to-back organisational processes between Finance and Core Operations Divisions.
  - 3.1.5 Provide technical assistance and high-level support to the Finance team for a period of twenty-four (24) months.
  - 3.1.6 Provide on the job coaching and mentoring to Finance Senior Officials as and when identified.
  - 3.1.7 Evaluate the adequacy and effectiveness of the Enterprise Resource Planning: SAGE, its sub systems and propose recommendations.
  - 3.1.8 Analyse and reconcile the cash and cash equivalents balances against the commitment records and propose recommendations.
  - 3.1.9 Review the Finance data, record keeping and ensure adequate data maintenance recommendations.
  - 3.1.10 Continuous capacity building and skills transfer across the different levels within Finance.
  - 3.1.11 Conduct an assessment on each individual skills gap identified and recommend training required.

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3.2 The proposed team should be equipped with the following:

- 3.2.1 Own laptop, internet connection, meals and transport.
- 3.2.2 The proposed team should be ready to assume work **immediately**.

3.3 The required resources should possess the following:

Description	Qualifications	Comply / Didn't Comply
Team Leader	CA(SA)	
2x Senior Consultants	CTA/ CA(SA)/ CIMA/ MBA	

3.4 The respective bidder must have the following experience:

- Extensive understanding and application of PFMA and other applicable legislation.
- Preparation of Financial Statements in accordance with the GRAP Framework.
- Strategy & Organisational Development experience, including on a consultancy basis
- Good knowledge of finance/ accounting systems.
- Experience in business systems engineering, policies and procedures, process flows design and implementation.
- Experience in knowledge and skills transfer processes for Finance division.

#### 4. CONTRACTUAL OBLIGATION

4.1 Bidders to fully complete SBD 3.3: Pricing schedule, with a total price including VAT.

4.1.1. Service providers must ensure that the pricing schedule is inclusive of all applicable taxes (Including VAT).

**4.1.2. Bidder price must include:**

- Team Leader - Rate per hour
- 2x Senior Consultants - Rate per hour

4.2 Number of incumbents: Three (3)

4.3 In a case where the service provider uses sub-contractors, the former will be responsible for ensuring delivery of services and payment for such sub-contractors.

4.4 The successful bidder should have adequate professional indemnity, liability and business interruption insurance in place (upon parties contracting).

4.5 Bidders should fully comply with the relevant SCM Legislative Framework as well as application of regulatory prescripts.

4.6 Bidders are also required to take all reasonable steps to protect information, in line with the provisions of the POPIA.

#### 5. ABSENCE OF OBLIGATION & CONFIDENTIALITY

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

5.2 The Contract site is at INSETA offices at 18 Fricker Road, Illovo, Sandton, 2196 (24/7).

#### 6. WORKMEN AND SUPERVISION ON SITE

6.1 The service provider shall be held responsible for the conduct of its employees and the conduct of its sub-contractor's employees for the full duration of the contract.

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## 7. EVALUATION CRITERIA

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

7.2 **The evaluation criteria will be based on the following requirements:**

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

## 8. ADMINISTRATIVE REQUIREMENTS (Phase 0)

- 8.1 Bidder must submit proof of registration on CSD (**Central Supplier Database**).
- 8.2 Bidder must complete, sign and submit a Standard Bidding Document (SBD 1) Procurement Invitation.
- 8.3 Standard Bidding Document 3.3 (Annexure A – Pricing Schedule)
- 8.4 **Standard Bidding Document (SBD 4) Bidder's Disclosure.**
- 8.5 SBD 6.1 Preference Points Claim form in terms of Preferential Procurement Regulation 2022.
- 8.6 Submission of initialled General Conditions of Contract (GCC) on each page.
- 8.7 Bidder must provide BBBEE Certificate (accredited by SANAS) or Sworn Affidavit (in as prescribed or CIPC or DTI template).

## 9. MANDATORY REQUIREMENTS (Phase 1)

- 9.1 The following compulsory requirements must be submitted:
  - 9.1.1. Team Leader - CA (SA) – Bidder to submit certified copies of qualification (certified within 6 months).
  - 9.1.2. 2x Senior Consultants – CTA/ CA(SA)/ CIMA/ MBA – Bidder to submit certified copies of qualification(s) of each consultant (certified within 6 months).

**Note: All bidders who do not comply with the items listed above will be disqualified.**

## 10. FUNCTIONAL EVALUATION CRITERIA (Phase 2)

- 10.1 The tender submission will be functionally evaluated out of **100 points on Phase 2 –any bidder who scores less than 70** will not be considered for further evaluation (Phase 3)

DESCRIPTION	WEIGHT
<b>Reference letters with Appointment Letters/Purchase Orders</b>	<b>50</b>
<p>Bidder must provide three (3) signed, dated and contactable reference letters from three (3) different clients, reference letters must be on the client's letterhead, <b>an award/appointment letter or a purchase order must be provided together with the reference letter</b> (reference letters must be for the <b>similar work conducted</b> within the last five (5) years).</p> <p>The reference letter must have a brief description of the project, which was completed by the services provider, detailing the following <b>1)</b> nature of service rendered; <b>2)</b> period of the project and <b>3)</b> if they met the deliverables within in the project timelines</p>	

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- Three (3) and more reference letters with award/appointment letters or purchase orders = **50 points**
- Two (2) reference letters with award/appointment letters or purchase orders = **30 points**
- One (1) reference letter with award/appointment letter or a purchase order = **10 points**
- Non-compliance/submission of reference letters with no award/appointment letters or no purchase orders = **0 points**

**NB: Due diligence will be conducted against reference letters submitted.**

<b>Track Record for Key Personnel Experience</b>	<b>40</b>
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Bidder (Key Personnel) must provide three CV's of competent resources that have knowledge and the minimum required experience in similar services in the public sector. Curriculum Vitae's (CV's) of the team leader and consultants who will be allocated to the project must be provided, demonstrating the experience and knowledge.

### Team Leader

- CV of a team leader with 10 or more years' experience in Finance environment and compiling AFS in the Public Sector = **20 Points**
- CV of a team leader with 6-9 years' experience in Finance environment and compiling AFS in the Public Sector = **15 Points**
- CV of a team leader with 3-5 years' experience in Finance environment and compiling AFS in the Public Sector = **10 Points**
- No CV of a team leader/ experience is irrelevant, or the experience cannot be quantified in years = **0 Points**

### Senior Consultants

- CVs of 2 Senior Consultants each with 7 years of experience or more in Finance at a Senior Level in the Public Sector = **20 points**
- CVs of 2 Senior Consultants each with 5 - 6 years of experience in Finance at a Senior Level in the Public Sector = **15 points**
- CVs of 2 Senior Consultants each with 3 – 4 years of experience in Finance at a Senior Level in the Public Sector = **10 points**
- No CVs of consultants/experience is irrelevant, or the experience cannot be quantified in years = **0 Points**

<b>Methodology and Approach/ Project Plan</b>	<b>10</b>
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Bidder must provide an actionable proposal with a project plan, deliverables and clear timelines that demonstrates an understanding of the project.

### A detailed Proposal should clearly indicate the following:

- Assess the effectiveness of the Finance structure.
- Assess the current capacity through a work-study for individuals employed in the Finance division in line with their positions.
- Assess the effectiveness of policies, processes and internal controls throughout the entire finance value chain.
- Develop and align back-to-back organisational processes between Finance and Core Operations Divisions.
- Provide technical assistance and high-level support to the Finance team for a period of 24 months.
- Provide on the job coaching and mentoring to Finance Senior Officials as and when identified.
- Evaluate the adequacy and effectiveness of the Enterprise Resource Planning: SAGE and its sub systems and propose recommendations.

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<b>Points allocation matrix:</b>	
• A detailed Project plan with clear timelines and deliverables regarding the implementation is adequate and complies to all requirements of scope of work = <b>10 Points</b>	
• A detailed Project plan with clear timelines and deliverables regarding the implementation that partially addresses the requirements as detailed in the scope of work = <b>5 Points</b>	
• A detailed Project plan with clear timelines and deliverables regarding the implementation which does not address the requirements as detailed in the scope of work = <b>0 Points</b>	
<b>Total</b>	<b>100</b>

10.2 Bidders are required to pass the minimum threshold of **70 points** on the functional criteria to be considered for the final **phase 3** which is Price and Specific goals.

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

## 11. PRICE AND SPECIFIC POINTS EVALUATION (Phase 3)

### 11.1 Preference Points Applied Against Specific Goals

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

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

11.1.2 Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:

- a) Price; and
- b) Specific Goals.

The maximum points for this tender are allocated as follows:

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

## 12. POINTS AWARDED FOR PRICE AND PREFERENCE POINTS

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

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

P min

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Where:

P <sub>s</sub>	=	Points scored for comparative price of bid under Consideration
P <sub>t</sub>	=	Comparative price of bid under consideration
P <sub>min</sub>	=	Comparative price of lowest acceptable bid

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

### 13. SPECIFIC GOALS PREFERENTIAL POINTS WILL BE AWARDED AS FOLLOWS:

13.1 Table 1: Specific goals for the RFQ or bid process and points claimed are indicated per the table below.

13.2 **80/20** preference point system is applicable, corresponding points must also be indicated as such. The tenderer must indicate how they claim points for each preference point system.

The specific goals allocated points in terms of this tender	Number of points allocated (80/20-point system)
<b>Black Ownership</b> <ul style="list-style-type: none"> <li>• 6 points for 100%</li> <li>• 3 points for 75 - 99%</li> <li>• 1 point for 51 - 74%</li> </ul>	(Maximum points = 6 points)
<b>Women Ownership</b> <ul style="list-style-type: none"> <li>• 6 points for 75% - 100%</li> <li>• 3 points for 51% - 74%</li> <li>• 1 point for below - 51%</li> </ul>	(Maximum points = 6 points)
<b>Youth Ownership</b> <ul style="list-style-type: none"> <li>• 5 points for 75% - 100%</li> <li>• 3 points for 51% - 74%</li> <li>• 1 point for Below - 51%</li> </ul>	(Maximum points = 5 points)
<b>Company-owned by People with disabilities</b> <ul style="list-style-type: none"> <li>• 3 points</li> </ul>	(Maximum points = 3 points)
<b>Total</b>	20

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

13.3 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.

13.4 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time

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subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

#### **14. Bid Procedure Conditions: Counter Conditions**

##### 14.1. Award Criteria:

- 14.1.1. INSETA reserves the right to screen the bidder in terms of its own Bid Evaluation Committee (BEC) before appointment, should such screening results have a negative outcome, the INSETA reserves the right not to award the bid to the subjected/recommended/highest scoring bidder.
- 14.1.2. The INSETA reserve a right not to award a bid to the highest scoring bidder but to award to a service provider who meet the requirement fully.
- 14.1.3. INSETA reserve a right to conduct due diligence to confirm the contactable reference letters / reference documents provided. The due diligence method will be determined by the INSETA which may include requesting reference letters from the referee.
- 14.1.4. The INSETA draws the bidders' attention that amendments to any of the Bid Conditions or setting of counter conditions by bidders will result in the invalidation of such bids.

#### **15. When bidding as the following:**

##### 15.1 Consortium

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

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

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

##### **b) Partner**

- Proof of CSD registration.
- Tax Pin.



- BBBEE Sworn-Affidavit.
- SBD 4

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

15.1.5 Of importance is that in a consortium, each individual team members retain their identities.

## 15.2 A joint venture

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

## 15.3 Unincorporated joint venture:

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

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

## 15.4 Incorporated joint venture:

15.4.1 This aligned to a registered entity or company. A registered entity/ company with a consolidated BBBEE certificate and a bank account in the name of the Joint venture. The required compliance documents must be complete by the entity/ company the name of the joint venture, and the following will be required amongst others

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

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## 16. COMMUNICATION

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

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

## 17. CONDITIONS TO BE OBSERVED WHEN BIDDING

17.1 The organization does not bind itself to accept the lowest or any BID, nor shall it be responsible for or pay any expenses or losses which may be incurred by the bidder in the preparation and delivery of his BID submission. The organization also reserves the right to withdraw or cancel the BID at any stage. No BID shall be deemed to have been accepted unless and until a formal contract / letter of award is prepared and executed. The competitive shall remain open for acceptance by the Organization for a period of **120 days** from the closing date of the BID Enquiry.

**INSETA reserves the right to:**

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

## 18. COST OF BIDDING

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

## 19. NOTE TO BIDDERS:

19.1 Due diligence to be conducted by INSETA prior to the award of the contract.

**END OF TERMS OF REFERENCE DOCUMENT**