

response sheet

#	SLA	Proof of compliance
		comments
1	Section 1 -	
	<u>COMPULSORY DOCUMENTATION (for Vendor and Consortium partner)</u>	
	a) Certified copies of Business Registration Documents, Shareholding Certificates, and Identity Documents of the Shareholders	
	b) Certified copy of the BEE Rating Certificate	
	c) Original valid Tax Clearance Certificate	
	d) Certified copy(s) of Joint Venture / Consortium Agreement (if applicable)	
	e) Certified copy of latest Audited Financial Statements	
	f) Proof of Professional Registrations	
	g) Details of Professional Indemnity insurance;	
	h) Financial health and reputation of the firm (enclose audited accounts for the last 3 years);	
	i) References of similar work conducted;	
	j) List of clients who could be contacted.	

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2	Section 2	
	1. Comments on Appendix A (if any);	
	2. Completed Appendices B, C, D and E	
3	Section 3	
	1. Executive Summary;	
	2. Overall company experience, skills and knowledge of the vendor (and consortium, if applicable);	
	3. Indicate the form of company / corporation.	
	4. Details of how long your company has been in existence and operational;	
	5. Detail the group structure.	
	6. Staff and director shareholdings and names of the vendor organisation (and consortium's, if applicable)	
	7. Supply the total turnover of your company for the last two years	

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4	Section 4	
	Summary CVs of people who will be involved with the project and indicate their roles and responsibilities relevant to this proposal (limited to 2 pages only) - (consortium partners as well, if applicable)	
	A detailed reference list for engagements of a similar nature to this project in Southern Africa, including contact details (name and telephone number) (for consortium partners as well, if applicable) and	
	Other pertinent information, value added services, etc.	
5	Section 5	
	Detailed service description for Functional Areas – refer to Appendix F	
6	Section 6	
	Completed Appendix H (Pricing Sheet).	
3.1	Scope of work	

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3.1.1	Components of turnaround strategy	
	Managing the turnaround	
3.1.2	The enabling components to manage the turnaround are turnaround leadership, stakeholder management, and turnaround project management.	
	Stabilising the business and the financial management	
	The CF needs to be stabilized to ensure the short-term future of the business, introducing predictability and ensuring legal and fiduciary compliance (PFMA).	
3.1.3	Fixing the distressed Compensation Fund	
	The underperforming or distressed public entity needs to be fixed in strategic, organisational and operational terms.	
3.1.4	The successful service provider will be required to:	

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	Devise and Implement a Remedial Plan to remedy the interim crisis :-(Business unusual plan of action)	
	o Identify the root cause or contributory factors to the issues and weaknesses identified in the business process	
	o Perform Root Cause Analysis on finance, fraud and risk administration and management	
	o Perform an diagnostic review of people and systems to identify weaknesses to establish controls	
	o Develop mitigating action plan aimed to resolving , eliminating, or minimising the incidence of the identified issues, weakness and lack of controls	
	Develop, design and implement the turnaround plan for the CF (Future model for the CF):-	
	o Diagnostic of the alignment of the strategic objectives of the CF against its shareholders mandate and objectives	
	o Perform a legal review with the aim to enhance service delivery. Provide the legal review must be included in the turnaround plan.	

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	o Design and implement finance, fraud and risk administration and management	
	o Develop and implement a change management program addressing all elements of the program	
	o Map and design Business Process for the Fund which includes both business processes for core and support functions of the CF	
	o Provide best practice benchmark study to the CF	
	o Develop, Review and Update Governance Policy and Procedures as may be required	
	o Facilitate the turnaround leadership	
	o Develop, design and implement the turnaround approach and plan for the CF	

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	<ul style="list-style-type: none"> o Implement the turnaround plan for the CF 	
	People	
	<ul style="list-style-type: none"> · Review Employment Contracts, Score Cards and Performance management, and redefine these as may be necessary 	
	<ul style="list-style-type: none"> · Develop appropriate organisational structure to deliver 	
	<ul style="list-style-type: none"> · Develop job descriptions covering posts in the revised organisational structure 	
	<ul style="list-style-type: none"> · Perform a complete skills audit across all levels of staff and evaluate current skills against the skills required to perform the job requirements 	
	<ul style="list-style-type: none"> · Evaluate suitability of current staff deployed to positions closely resembling previous post requirements and perform a best fit placement of staff into positions where they are best trained and able to perform in accordance with the organisation's goals. 	

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	· Manage the implementation of the new Human resource organisational structure in accordance with best HR practice	
	Business Processes and Systems	
	Review, Map, Optimise and Define all Business Processes across the entire value chain	
	Review, Map, Optimise and Define all Systems Processes to close the gaps in governance and controls across the entire value chain	
	Business systems and architecture review and make recommendations for optimisation	
	Develop mitigation strategies for Work segmentation, Risks and Controls	
	Develop segmented workflows to optimise employee load balancing and turnaround times on tasks and service delivery elements	
	Review, design and implement business intelligent information reports and advise a business specification to implement BI	

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	Develop Dashboards and Radars to facilitate good and timeous management information to feed into effective management processes	
3.1.5	Project Office	
	Establishment of a Project Office to manage projects relating to the scope of work and delivery of the turnaround plan and to co-ordinate activities of the remedial and turnaround implementation plan at a location determined by the Director General of Labour.	
	Resource the project office with resources to manage both the remedial and modernisation of the CF.	
3.1.6	Actuarial and Audit Professional Services (remedial plan)	

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	An analysis of the Compensation Fund conducted provides for the estimation of ± 600 000 claims that has remained unpaid for a number of years. The objective of the assignment is to conduct an actuarial valuation to determine the value of these claims as well as the impact thereof on the financial reserves of the Fund.	
	A comprehensive valuation report highlighting the work carried out, the methodology used and the findings and recommendations arising from the valuation should be produced.	
	The audit is an essential component of the diagnostic study which aims to assess the finance capacity of the C F.	
	Key deliverables will be to:-	
	a. compile or update the Fund's action plan in response to the AG findings and Public Protector reports,	
	b. conduct priority assessment of the action required to achieve the best results within project timeframes.	
	c. allocate responsibilities with timelines for the priority areas identified following the review and assessment.	
	d. make recommendations that are aimed at improving the financial reporting process going forward.	

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	e. determine and develop general financial management of Fund and establish controls and procedures that are aimed to manage the risk.	
	f. review and optimise business processes to ultimately ensure that all amounts received by the Fund in terms of PFMA are receipted, completely, timely and accurately deposited and that all monies transferred and paid by the Fund, for claims and other Fund expenditure are accurately, efficiently and appropriately utilized and substantiated.	
3.1.7	Output Required	
	The project deliverables will be to manage the implementation of the turnaround of the CF in terms of the scope of work indicated under paragraph 3.	
4	METHODOLOGY	
4.1.	The service provider will be required to supply a methodology statement detailing the steps that will be employed to complete the project work, a detailed costing and the time frames in which the project will be completed in line with the expected completion date.	
	The methodology statement should reflect the following aspects which would be used as criteria for functionality during assessment of the submission:	

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(a)	Proof and expertise must be demonstrated of a successfully turnaround of a company/ public entity/ government department.	
(b)	Provide the approach (how) your company will deliver the scope of work outlined under paragraph 3. Provide reference sites.	
(c)	Proof of expertise and experience in the core project team covering business management, governance and audit compliance with IFRS, PFMA and Treasury Regulations, Monitoring & Evaluation, Data Management, Software Systems Design, Configuration and Implementation across Wide Area Networks;	
(d)	Technical resource skills and experience in:-	
	· Project and programme management,	
	· Auditing,	
	· Accounting & Governance in public sector, (PFMA and GRAP)	
	· Fund and portfolio management	
	· Pension fund management	
	· Revenue management	
	· Financial modelling	
	· Risk management	
	· Change management	
	· All aspects of Human Resource management,	

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	· Organisational development	
	· Legal Services	
	· Business analytical skills	
	· Business process re-engineering	
	· At least 1 team leader to be qualified actuary, 10 years of experience in relevant actuarial work and supported by a Chartered Accountant with experience in internal audit work	
	· Experts in actuarial science (bachelor's degree in actuarial science, 5 years of experience in pension fund evaluations and determination of fund provisions)	
(e)	Supply CV's and Company Profile;	
(f)	Service Provider Capacity must relevant to the Project Scope and Deliverables.	
(g)	A well documented, detailed proposed plan of action to achieve the objectives of the project, highlighting:	
	ü Critical skills and competences required	
	ü the deployment of resources including equipment	
	ü stakeholder engagement	

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	ü transfer of required skills to CF's relevant officials	
	ü development and documentation of business processes	
	ü quality assurance; and critical time frames	
	ü hand-over procedure of the close-out project report.	
(h)	Knowledge and understanding of the:	
	ü public sector regulatory environment	
	ü business process re-engineering	
	ü Human Resource Management and Interventions required	
	ü Government's empowerment initiatives	
	ü Public fund and administration and management	
(i)	The service provider must have the necessary equipment and staff to perform the project work with a core team based full time onsite at designated offices in Pretoria assigned to the PMO.	
7	Reporting	
17	RESPONSIVENESS CRITERIA	

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1	Documentation per Paragraph 16 - Section 1	
2	The Core Project Team must include a qualified auditor registered with SAICA.	
3	The Bidder must attend the compulsory briefing session, and submit the signed proof of attendance with their bid proposal.	
4	Pricing information must be attached as directed in accordance with a 2 envelope system, with Envelope 1 containing the Technical Proposal, and Envelope 2 containing the Financial Proposal.	
5	Bidders must have proven credentials in assessing and adjudicating applications for benefits of similar clients or applications in similar environments.	