



Terms of Reference

APPOINTMENT OF A SERVICE PROVIDER FOR THE PROVISION OF A CLOUD-BASED OMNI-CHANNEL CONTACT CENTRE AS A SERVICE (CCaaS) AND CONTACT CENTRE OPERATIONS SERVICES FOR THE SOUTH AFRICAN SOCIAL SECURITY AGENCY FOR A PERIOD OF THREE (3) YEARS

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SECTION A – GENERAL INFORMATION

1. STRUCTURE OF THE BID DOCUMENT

1.1 In order to best articulate the requirements of the bid, this document is therefore structured and divided into ten sections, namely:

- Section A:** General Information
- Section B:** Business Overview
- Section C:** Objective and scope of the bid
- Section D:** Contact centre Services;
- Section E:** Deliverables
- Section F:** Mandatory Requirements
- Section G:** BID Pricing
- Section H:** Evaluation of the Bid
- Section I:** Bid Conditions

2. BID SUBMISSION REQUIREMENTS

- 2.1 All proposals should be well structured, accurate and unambiguous in their response to the requirements stipulated in the bid document. All responses must be prepared as per instructions set out in this bid document.
- 2.2 All sections of the bid are critical to the satisfaction of all the requirements and must be responded to fully.
- 2.3 Any further supporting information that cannot be accommodated on the response Annexure must be included as an attachment in the response and clearly referenced, both in the response annexure, and on the attachment itself. Failure to cross-reference will result in such attachments not recognized, and eventually not evaluated.
- 2.4 In responding to this bid, bidders are required to demonstrate ability, track record and compliance to the Agency's requirements. Lack of information on any of these

aspects will disadvantage the bidder in terms of point scoring during the evaluation of the bid.

- 2.5 The bidder must submit a bid response documentation pack, and it must be submitted in the tender box (address stated in the bid advert).

3. BID ENQUIRIES

- 3.1 All questions and/or enquiries related to this bid, should be submitted in writing and addressed to the following email address, ccaasbid@sassa.gov.za
- 3.2 No meetings or telephonic enquiries will be entertained or responded to.
- 3.3 All questions and/or enquiries should be raised within 5 working days from the date of the bid advertisement. No questions and/or enquiries will be considered beyond that period.
- 3.4 Responses will be provided within 7 working days from the date of the bid advertisement.

4. RIGHTS OF THE AGENCY

- 4.1 The Agency reserves the right to:
- 4.1.1 Award the bid to any preferred Service Provider.
 - 4.1.2 Not to award the bid to any Service Provider.
 - 4.1.3 Cancel the bid.

5. CONFIDENTIALITY

- 5.1 The Bidder, its offices, agents, employees and consultants shall hold in confidence any information and /or materials identified as proprietary and/or confidential to the Agency or to any third party to which the Bidder may have access to in the course of performing its obligations in terms of this Bid including any contract agreement with SASSA. The Bidder shall not disclose or authorize disclosure to others, or use for its own benefit, such confidential information and/or materials without the express written consent of the Agency or the affected third-party owner.

6. ACRONYMS

6.1 The following acronyms and abbreviations are used in this TOR and must be similarly used in the proposal submitted in response:

Abbreviation	Meaning
AES	Advanced Encryption Standard
AI	Artificial Intelligence
API	Application Programming Interface
B-BBEE	Broad-Based Black Economic Empowerment
CCaaS	Contact Centre as a Service
CIPC	Companies and Intellectual Property Commission
CMK	Customer-Managed Key
CRM	Customer Relationship Management
CSA STAR	Cloud Security Alliance Security, Trust, Assurance and Risk
CSD	Central Supplier Database
DLP	Data Loss Prevention
DTMF	Dual-Tone Multi-Frequency
FAQ	Frequently Asked Questions
ICT	Information and Communication Technology
ID	Identity Document
IEC	International Electrotechnical Commission
ISMS	Information Security Management System
ISO	International Organization for Standardization
IVR	Interactive Voice Response
JV	Joint Venture
KMS	Key Management Service
KPI	Key Performance Indicator
MFA	Multi-Factor Authentication
NDA	Non-Disclosure Agreement
NIST	National Institute of Standards and Technology
OEM	Original Equipment Manufacturer
OpenID	Open Identity
PAIA	Promotion of Access to Information Act
PII	Personally Identifiable Information
POPIA	Protection of Personal Information Act
RBAC	Role-Based Access Control
SANAS	South African National Accreditation System
SARS	South African Revenue Service
SASSA	South African Social Security Agency
SBD	Standard Bidding Document
SCM	Supply Chain Management
SIEM	Security Information and Event Management

SIP	Session Initiation Protocol
SLA	Service Level Agreement
SMS	Short Message Service
SOC 2	System and Organization Controls 2
SRD	Social Relief of Distress
SSO	Single Sign-On
TLS	Transport Layer Security
TOR	Terms of Reference
USSD	Unstructured Supplementary Service Data

SECTION B – BUSINESS OVERVIEW

7. BUSINESS OVERVIEW

- 7.1 South African Social Security Agency (SASSA) is mandated to administer social assistance and provide accessible, efficient and citizen-centred services to beneficiaries and applicants across South Africa. In order to support this mandate, SASSA requires a modern national citizen engagement capability that enables consistent service through voice, email, WhatsApp, SMS, web chat, social media, self-service channels and future digital channels.
- 7.2 SASSA has the following tiers of operations:
- 7.2.1 Head Office;
 - 7.2.2 9 Regional Offices (one per province);
 - 7.2.3 District Office (one per district / metropolitan municipality);
 - 7.2.4 Local offices (one or more per local municipal area, depending on the population density and distances).
- 7.3 SASSA currently provides customer support through internal and outsourced contact centre arrangements, regional and local offices, email channels, online services and other customer engagement platforms. The current contact centre managed services contract ends in November 2026. The existing solution is fragmented and does not provide a fully integrated omni-channel experience, single customer view, unified reporting, automated self-service, or a sustainable distributed workforce capability.
- 7.4 The proposed future operating model is a cloud-based omni-channel Contact Centre as a Service platform that consolidates SASSA's customer engagement channels and supports both the outsourced contact centre workforce and nominated SASSA officials. SASSA will not prescribe a fixed number of Bidder contact centre agents.
- 7.5 Bidders must determine, propose and justify the workforce capacity required to answer at least 90% of an estimated 1 million voice calls per month and close at least 90% of an estimated 50,000 emails per month during business days and approved business hours, using an average call handling standard of five (5) minutes per voice call and clearly stated email handling assumptions for workforce planning purposes.
- 7.6 Bidder should deploy agents to digital channels based on demand.

- 7.7 The solution must support high-volume citizen services, digital-first engagement, integration with current and future SASSA systems, improved service monitoring, secure handling of personal information, and a phased transition from predominantly voice-based engagement to digital-first engagement.

SECTION C – OBJECTIVE AND SCOPE OF THE BID

8. OBJECTIVE AND SCOPE OF THE BID

8.1 The objective of the bid:

- 8.1.1 The objective of this bid is to appoint a suitably qualified service provider to provide, implement, support, operate and manage **an integrated cloud-based Omni-Channel Contact Centre as a Service (CCaaS)** platform together with the bidder-determined contact centre workforce, supervisors, managers, quality assurance, workforce management, operational and managerial services required to meet SASSA's service levels.
- 8.1.2 The solution must enable citizens to engage with SASSA through their preferred channels, including **voice, email, WhatsApp, SMS, web chat, chatbot, social media, self-service channels and future digital channels**, while ensuring **conversation continuity** and a **consistent service experience**.
- 8.1.3 The platform must provide **digital-first capabilities**, including AI-enabled virtual assistants, chatbots, knowledge management, voice call deflection, digital self-service, customer journey analytics and seamless bot-to-agent handover.
- 8.1.4 The service provider must support SASSA in **designing customer journeys, configuring workflows, integrating channels, enabling real-time reporting and improving processes to be customer-centric**, auditable and measurable.
- 8.1.5 The solution must support workforce modernisation by requiring the Bidder to determine, propose and provide the number of agents, supervisors, quality assurance resources, workforce management resources, operational management resources and related support roles required to meet the agreed service levels.

8.1.6 The proposed workforce model must be based on the estimated voice-call demand of 1 million calls per month, estimated email demand of 50,000 emails per month, business-day operating hours, the five-minute average voice-call handling standard, the 90% voice-call answering target and the 90% email-closure target, while also accommodating SASSA-nominated officials on the platform.

8.1.7 The contract period shall be **three (3) years**, subject to the terms and conditions of the bid, service level agreement, performance requirements and applicable procurement prescripts.

8.2 The Scope of this bid covers the following:

8.2.1 The scope of this bid includes the **provision, configuration, implementation, integration, operation, support, management and continuous improvement of one integrated service comprising a cloud-based Omni-Channel CCaaS platform and bidder-determined workforce capacity located in South Africa and sufficient to meet the required service levels.**

8.2.2 Omni-channel engagement across **voice, email, WhatsApp, SMS, web chat, chatbot, social media, self-service channels and future approved channels** to cater for differently abled SASSA clients (sight and hearing-impaired).

8.2.3 **Primarily inbound** voice services with outbound capabilities, **including IVR, skills-based routing, priority routing, queue management, callback options, call recording and real-time monitoring.**

8.2.4 **Digital engagement** services, including **email, WhatsApp, SMS, web chat, chatbot, social media, self-service channels and future approved channels.**

8.2.5 **AI-enabled** automation, including virtual assistants, chatbots, automated FAQs, intent recognition, assisted digital services and post-interaction **satisfaction surveys.**

8.2.6 **Unified agent desktop**, supervisor tools, knowledge base, scripts, guided workflows, case management, escalation management and customer interaction history.

- 8.2.7 **Integration with SASSA systems**, including current and future grant administration, customer care, authentication, case management and reporting systems through secure APIs and approved integration methods.
- 8.2.8 **Workforce management, forecasting, scheduling, quality management, call and interaction recording, performance monitoring, dashboards, analytics and reporting.**
- 8.2.9 **Security, privacy, compliance, data residency in South Africa**, disaster recovery, high availability, business continuity, skills transfer and transition support.
- 8.2.10 Support for SASSA's current 50 Head Office customer care, regions and ICT officials, and a **transition model for Regional SASSA customer care officials who might be deployed into the contact centre**, including training, change management, onboarding, coaching, knowledge transfer, role-based access enablement and operational transition support.
- 8.2.11 The bidder should cater for scalability and flexibility for additional licenses which may be required.
- 8.2.12 Provision of **customer care service during SASSA operating hours**; however **digital self-help services to be provided over 24 hours, 7 days a week.**
- 8.2.13 Record calls and conversations (voice logging);
- 8.2.14 Backup and retention of digital services interactions;
- 8.2.15 Provision of contact centre management and cloud services;
- 8.2.16 Conduct and manage campaigns on request;
- 8.2.17 Provision of incident escalation capability;
- 8.2.18 Provision of reports, analytics and KPIs that also monitor and measure the following customer engagement channels:
 - 8.2.18.1.1 Voice
 - 8.2.18.1.2 E-mail
 - 8.2.18.1.3 SMS
 - 8.2.18.1.4 Social media
 - 8.2.18.1.5 Self-service (Via WhatsApp, Website, chatbot)
- 8.2.19 Provision of real time contact centre information (dashboard);
- 8.2.20 Implement quality control of all calls and all digital channels received and responded to;

- 8.2.21 Implement and update scripts and content provided by SASSA within the platform;
- 8.2.22 Provision of case management life cycle capability;
- 8.2.23 Provision of seamless integration between SASSA's 0800 601011 and Bidder's destination number;
- 8.2.24 To handover all contact centre data collected during the project;
- 8.2.25 Continuous provision of contact centre and beneficiaries' data collection.
- 8.2.26 Closeout report including SASSA contact centre recommendation improvement.

SECTION D – CONTACT CENTRE SERVICES

9. BACKGROUND INFORMATION

- 9.1 The current contact centre managed services contract ends in November 2026. SASSA needs to procure a modern, secure and scalable citizen engagement platform and operations capability that will ensure service continuity and support future digital transformation.
- 9.2 The Agency requires a cloud-based omni-channel platform that consolidates voice and digital channels into a single engagement layer, provides a single customer view, enables real-time reporting and allows authorised agents and SASSA officials to support citizens across South Africa.
- 9.3 The platform must support high-volume national citizen services, including grant enquiries, application status checks, payment date enquiries, SRD-related enquiries, appeals, complaints, disputes, biometric verification status and other approved SASSA services.
- 9.4 The solution must improve customer experience, support digital self-service, reduce voice dependency, enhance operational efficiency, provide auditable reporting and enable SASSA to progressively internalise customer care functions.
 - 9.4.1 Improve customer service levels and experience.
 - 9.4.2 Provide clients with more digital and self-service channels.
 - 9.4.3 Improve operational efficiencies.

9.5 SASSA wants to make it easier and faster for clients to engage with them by offering digital and self-service channels. This will also offer extended services online beyond office hours making SASSA services available over 24 hours, 7 days a week.

9.6 The least invasive approach is to setup an independently staffed and managed contact centre off-site that will act as an extension to SASSA Contact centre handling of Grants' enquiries.

The diagram below illustrates the SASSA Contact centre management



Geographical Locations

The Agency has a Customer Care Unit at SASSA Head Office in Pretoria, South Africa.

Geographical Locations (for SASSA contact centres)

Offices	Number
SASSA Head Office (Pretoria)	1
Outsourced Contact centre Office	1

10. SASSA INFRASTRUCTURE AND ICT SERVICES

- 10.1 SASSA currently has an existing telephony contract and will remain responsible for the toll-free number and approved telephony consumption costs under that arrangement. The Bidder is not expected to pay for voice, toll-free or other telephony consumption charges incurred through SASSA's telephony contract. The Bidder must, however, integrate the proposed CCaaS solution with SASSA's approved telephony services and provide any configuration, routing, reporting and support required for the CCaaS solution to operate effectively.
- 10.2 SASSA has an existing WhatsApp account with Meta. The Bidder must integrate with, support or configure services for this approved WhatsApp arrangement as directed by SASSA, without transferring ownership of the account unless expressly approved by SASSA.

11. SERVICE REQUIREMENTS

The requirements below should be read as an integrated service obligation. Bidders must respond to the platform, workforce, operational, digital enablement, security, reporting, transition and service management requirements as one consolidated service offering, rather than as separate standalone components.

The following are the Agency's requirements for Contact centre services for the term of this contract. Bidders should elaborate in their response how each requirement will be fulfilled.

- 11.1 Bidder must provide a turnkey cloud-based Omni-Channel CCaaS solution with embedded case management capability (CRM), together with the required contact centre agent workforce, supervisors, quality assurance, workforce management, digital services specialists including AI, training, reporting and operations management services under a single integrated service arrangement.
- 11.2 The solution must be configurable, scalable and capable of supporting the bidder-determined workforce capacity required to meet SASSA's service levels. Bidders must submit a workforce capacity model based on an estimated 1 million voice calls per month and 50,000 emails per month during business days and approved business hours, a five-minute average call handling standard, 90% voice-call answering target, 90% email-closure target, shrinkage, occupancy, breaks, leave, absenteeism,

training, peak periods, escalation workload, digital-channel workload, supervisor ratios, quality assurance ratios and contingency capacity.

- 11.3 The services will be contracted for a period of three (3) years and must include provision, implementation, configuration, integration, support, maintenance, service management, skills transfer and transition services.
- 11.4 The platform must support inbound and outbound voice, including SIP connectivity, IVR, DTMF and speech options, skills-based routing, priority routing, overflow routing, queue announcements, callback options and caller identification.
- 11.5 The platform must support email, WhatsApp, SMS, web chat, chatbot, social media channels and future approved channels through a unified agent desktop and routing engine.
- 11.6 The solution must provide a single customer interaction history across all channels and support customer identification, authentication workflows, case linking, escalation, and interaction tracking.
- 11.7 The IVR and digital channels must support multilingual service options (including clients with sight and hearing impairment) aligned to the South African service context.
- 11.8 The platform must support proactive citizen engagement, outbound notifications, campaigns, reminders, alerts and approved communication templates.
- 11.9 The solution must provide 100% interaction recording where applicable, including voice recordings, digital transcripts, metadata, audit trails, quality evaluations and retention controls.
- 11.10 The solution must provide real-time dashboards, historical and progress reports, quality management, workforce management, forecasting, scheduling, performance monitoring and exportable reports aligned to SASSA reporting requirements.

11.11 Contact Centre Operations

- 11.11.1 Bidder to provide a cloud-based omni-channel contact centre as a service solution, that will ensure resolution of cases through telephone, email and digital self-service platforms.
- 11.11.2 Bidder should provide a scalable solution that can accommodate additional agents as and when required.
- 11.11.3 Bidders must use an average call handling standard of five (5) minutes per voice call for workforce planning purposes, unless a different assumption is clearly

motivated and supported by evidence. The five-minute standard must include talk time, hold time and after-call work required to complete and record the interaction.

11.11.4 The CCaaS platform must have embedded Customer Relationship Management (CRM) solution for case management.

11.11.5 The CRM solution must support cases with all related data logging and case tracking.

11.11.6 The system must provide a unique identifier for each applicant/Client, so that all requests and contacts from a customer may be linked (e.g., for the purpose of providing a history for that applicant).

11.11.7 The Bidder must answer at least 90% of voice calls received through the SASSA 0800 601011 number during the applicable SLA measurement period and close at least 90% of emails received through approved SASSA email channels during the applicable SLA measurement period. The Bidder must design its workforce and operational model to support an estimated 1 million voice calls and 50,000 emails per month during business days and approved business hours, using an average call handling standard of five (5) minutes per voice call and clearly stated email handling assumptions for workforce planning purposes. No call throttling or artificial suppression of demand is allowed, and any overflow, callback, call-back-in-queue, deflection, queue-management or email triaging mechanism must be reported transparently to SASSA.

11.11.8 The Bidder to resolve 90% of enquiries and complaints within 5 working days.

11.11.9 The Bidder must be able to expand the current customer services channels to include more digital customer self-service channels.

11.11.10 Bidder is required to provide customized performance and statistical reports as and when required.

11.11.11 Bidder will provide a capability to escalate incidents to SASSA.

11.11.12 Bidder solution should be able to escalate and receive emails from SASSA environment.

11.11.13 To ensure that all interactions (voice and digital) are referred to a post-interaction satisfaction survey.

11.12 Contact Centre workforce

11.12.1 **SASSA and Bidder Contact centre agents** – these agents will attend and respond to telephonic queries, complaints and disputes; and will act as first point of contact. The agents will be granted all grants systems “view only” access that will assist in resolving the calls. SASSA’s in-house call centre agents will also be onboarded onto the Bidder contact centre system, however, management of SASSA call centre agents/staff, will remain with SASSA.

11.12.2 **Bidder back-office contact centre agents** – Calls, emails or digital interactions that cannot be resolved at first-line support must be routed to the Bidder’s back-office support team for further investigation and resolution. The agents will be granted view-only access to approved social grants systems to support resolution. Incidents that require SASSA intervention must be escalated to the relevant SASSA back-office support team, and feedback from SASSA must be routed back through the Bidder’s CRM solution for communication to the client and closure.

11.12.3 **Bidder Supervisors**: These resources will support Contact centre Agents and assist in resolving problems, interacting with the SASSA officials and management until the resolution of the problem is captured into the knowledge base, including the assessment of the quality of the service provided by the contact centre agents.

11.12.4 **SASSA back-office officials** - The current 10 SASSA back-office officials must be catered for on the CCaaS platform. These officials will support the service provider’s back office with escalations, including escalations from regions and other internal stakeholders by following up on enquiries, disputes and complaints.

11.12.5 **Bidder** to also provide, but not limited to, a **quality assurance team, workforce management team, training team, AI specialists and overall contact centre operations management team.**

11.12.6 **Contact Centre Manager/Service Delivery Manager** – SASSA requires a manager with **experience in managing a cloud-based omni-channel contact centre. Minimum years of experience required is 3 years.**

Roles and Responsibilities include but not limited to;

11.12.6.1 Day-to-day service delivery,

11.12.6.2 SLA performance,

- 11.12.6.3 Operational reporting,
- 11.12.6.4 Service review and status meetings,
- 11.12.6.5 Incident escalation management,
- 11.12.6.6 Audit management,
- 11.12.6.7 Service improvement and coordination between SASSA and the Bidder's operational, digital services and cloud services teams.

11.13 Digital Enablement and Integration

11.14 Bidder is expected to deliver the following digital channels for the duration of the contract.

- 11.14.1 **Email** - integrate queries, disputes and complaints logging through the SASSA grant enquiries email address. Standardize email reply to clients through templates.
- 11.14.2 **FAQ** - Update the database of frequently asked questions and enable automatic update for the Communications and ICT Departments to deploy updates on the SASSA website and other digital platforms.
- 11.14.3 **WhatsApp** – integrate the SASSA “owned” WhatsApp to the platform to enable directing clients from voice calls to WhatsApp as well as other digital platforms.
- 11.14.4 **Webchat and Chatbot** – Develop and integrate these platforms to SASSA source systems and policies. Enable bot-to-agent capability.
- 11.14.5 **Social media channels** – Enable social media channels integration for client queries, disputes and complaints to be handled by digital channels.
- 11.14.6 **SMS and USSD** – Enable client interaction, approved notifications, alerts, reminders and communication campaigns through SMS and USSD channels, subject to SASSA approval and applicable regulatory requirements.
- 11.14.7 Bidder should be able to make use of proactive Customer engagement via messaging channels such as WhatsApp and SMS to notify Clients of key event, so they do not have to call the contact centre. (Notifications, Alerts, Updates)
- 11.14.8 Bidder should be able to make use of Bots to complete Customer satisfaction surveys directly after the engagement using digital channels.

- 11.14.9 Bidder's contact centre agents to handle voice calls and multiple chats and / or messaging interactions simultaneously.
- 11.14.10 Bidder should offer a solution that can assess after call satisfaction levels (after call survey).
- 11.14.11 Bidder should be able to activate co-browse technology to allow agents to assist customers with completion of online grant applications and navigating of webpages collaboratively.
- 11.14.12 Bidder to ensure seamless handover between Bots and Agents with the context of conversations to avoid Customers having to call the contact centre.
- 11.14.13 Bidder to provide interaction and statistical reports for all digital channels.

11.15 Security Privacy and Compliance

Mandatory Requirements

- 11.15.1 The bidder shall provide a comprehensive description of the security architecture, security controls, and governance measures implemented within the proposed CCaaS solution.
- 11.15.2 The solution shall support the secure processing, storage, transmission and disposal of SASSA information, including Personally Identifiable Information (PII), beneficiary information, call recordings, transcripts and interaction metadata.

11.16 Information Security Governance

The proposed solution shall:

- 11.16.1 Maintain a formally established Information Security Management System (ISMS) aligned with ISO/IEC 27001 or an equivalent internationally recognised security standard.
- 11.16.2 Provide current certification evidence and scope statements applicable to the proposed CCaaS environment.
- 11.16.3 Maintain documented security policies, standards and operational procedures governing the service.
- 11.16.4 Support periodic independent security assessments and penetration testing.

11.17 Encryption and Cryptographic Controls

The proposed solution shall:

- 11.17.1 Encrypt all data in transit using TLS 1.2 or higher.
- 11.17.2 Encrypt all data at rest using AES-256 or stronger industry-recognised encryption standards.
- 11.17.3 Protect call recordings, transcripts, backups, logs and archived information using approved cryptographic controls.
- 11.17.4 Prevent the use of deprecated or vulnerable cryptographic protocols and algorithms.
- 11.17.5 Provide mechanisms for cryptographic key rotation, revocation and lifecycle management.

11.18 Key Management

The proposed solution shall:

- 11.18.1 Support enterprise-grade Key Management Services (KMS).
- 11.18.2 Support customer-managed encryption keys (CMK) as a preferred option.
- 11.18.3 Ensure cryptographic keys are logically segregated from encrypted data.
- 11.18.4 Provide auditable key custodianship and access controls.
- 11.18.5 Maintain secure backup and recovery processes for cryptographic keys.

11.19 Identity and Access Management

The proposed solution shall:

- 11.19.1 Support Single Sign-On (SSO) integration with SASSA's identity platform.
- 11.19.2 Support SAML 2.0, OAuth 2.0 and OpenID Connect standards.
- 11.19.3 Enforce Multi-Factor Authentication (MFA) for all administrative, privileged and remote access accounts.
- 11.19.4 Support Role-Based Access Control (RBAC) with granular permissions.
- 11.19.5 Support automated provisioning and deprovisioning of user accounts.

11.20 Segregation of Duties

The proposed solution shall:

- 11.20.1 Enforce segregation of duties between system administrators, security administrators, supervisors, quality assurance personnel, auditors and agents.
- 11.20.2 Prevent any single individual from exercising unrestricted administrative control over the environment.

11.20.3 Support independent approval workflows for elevated privilege assignments and security-sensitive activities.

11.21 Privileged Access Management

The proposed solution shall:

11.21.1 Support privileged access management controls for administrative accounts.

11.21.2 Maintain comprehensive monitoring, recording and auditing of privileged activities.

11.21.3 Support time-bound and just-in-time privileged access.

11.21.4 Support approval-based elevation of privileges.

11.21.5 Generate alerts for anomalous or unauthorised privileged activities.

11.22 Audit Logging and Security Monitoring

The proposed solution shall:

11.22.1 Generate immutable audit logs for all security-relevant events.

11.22.2 Record authentication attempts, permission changes, administrative actions, configuration changes, recording access, data exports and system integrations.

11.22.3 Support integration with SASSA's Security Information and Event Management (SIEM) platform through APIs or standard log forwarding mechanisms.

11.22.4 Provide real-time alerting for suspicious activities and security incidents.

11.22.5 Retain logs for a configurable period as specified by SASSA.

11.23 Data Loss Prevention and Information Protection

The proposed solution shall:

11.23.1 Provide Data Loss Prevention (DLP) capabilities for sensitive beneficiary and citizen information.

11.23.2 Detect and prevent unauthorised disclosure, transmission or export of sensitive information.

11.23.3 Support masking, tokenisation and redaction of identity numbers, banking details and other sensitive information.

11.23.4 Support policy-based classification and protection of sensitive information.

11.23.5 Apply protection consistently across all supported communication channels.

11.24 Call Recording Security

The proposed solution shall:

- 11.24.1 Restrict access to call recordings based on least-privilege principles.
- 11.24.2 Maintain audit trails for all recording access, playback, downloads and exports.
- 11.24.3 Support role-based approval workflows for retrieval of recordings.
- 11.24.4 Enable masking or redaction of sensitive information contained within recordings and transcripts.
- 11.24.5 Prevent unauthorised copying, downloading or sharing of recordings.

11.25 Security Incident Management

The proposed solution shall:

- 11.25.1 Provide documented security incident response processes.
- 11.25.2 Notify SASSA of confirmed or suspected information security incidents without undue delay and within timeframes defined by contract.
- 11.25.3 Support forensic investigations, evidence preservation and incident reporting.
- 11.25.4 Provide documented breach notification procedures aligned with POPIA requirements.

11.26 Data Residency, Sovereignty and Privacy (Mandatory Requirement)

- 11.26.1 Given the nature of SASSA beneficiary information and the requirements of POPIA, all production data, backups, call recordings, transcripts and associated metadata must be hosted, processed and retained within the Republic of South Africa. The following statements constitute mandatory requirements.

The bidder shall:

- 11.26.2 Host all SASSA production data within South Africa.
- 11.26.3 Clearly identify the physical and logical locations where data is stored, processed and backed up.
- 11.26.4 Provide details of all primary, secondary and disaster recovery hosting locations.
- 11.26.5 Ensure beneficiary information is not transferred outside South Africa without prior written approval from SASSA.
- 11.26.6 Ensure SASSA retains ownership of all data processed by the solution.

11.26.7 Prevent unauthorised access by foreign governments, entities or third parties.

11.26.8 Provide contractual commitments regarding data sovereignty and control.

11.26.9 Support secure extraction and return of all SASSA data upon contract termination.

11.26.10 Provide a complete list of all subcontractors and sub-processors involved in the delivery of the service.

11.26.11 Identify the country of operation, services rendered and data access level of each sub-processor.

11.26.12 Obtain prior written approval from SASSA before onboarding any new sub-processor.

11.26.13 Flow down all security, privacy and confidentiality obligations to approved sub-processors.

11.27 POPIA Compliance

The bidder shall demonstrate compliance with the Protection of Personal Information Act (POPIA) and shall:

11.27.1 Process personal information only for authorised purposes.

11.27.2 Implement privacy by design and privacy by default principles.

11.27.3 Provide policy-based retention and secure disposal controls.

11.27.4 Maintain detailed access logs for all personal information access activities.

11.27.5 Support data subject rights, including access, correction and deletion requests where legally applicable.

11.27.6 Provide evidence of privacy impact assessments and privacy governance practices.

11.28 Right to Audit

The bidder shall:

11.28.1 Grant SASSA and authorised auditors the right to assess security, privacy and compliance controls relevant to the service.

11.28.2 Provide access to relevant audit reports, certifications, penetration testing summaries and security assurance documentation upon request.

11.28.3 Remediate identified security weaknesses within agreed timeframes.

11.28.4 Collectively, these requirements seek to ensure that any prospective solution adequately protects SASSA and beneficiary information, supports regulatory compliance, and provides the level of assurance required for

audit and governance purposes. In particular, the proposed requirements are aligned with:

- 11.28.4.1 The Protection of Personal Information Act (POPIA);
- 11.28.4.2 The SASSA Information Security Policy and related governance frameworks;
- 11.28.4.3 ISO/IEC 27001 Information Security Management principles;
- 11.28.4.4 The NIST Cybersecurity Framework; and
- 11.28.4.5 Security and privacy requirements applicable to the processing of social grant beneficiary information.

12. SERVICE TAKE-ON (6 to 8 weeks)

- 12.1 Service take-on is the period during which the successful Bidder must familiarise itself with SASSA's operating environment and seamlessly take over the required services from the current incumbent. This process must be implemented through an approved phased project plan that enables service continuity before the expiry of the current managed services contract and must not result in additional cost to SASSA.
- 12.2 Bidder must provide an implementation plan covering discovery, design, configuration, integration, testing, training, pilot, phased rollout, cutover and stabilisation.
- 12.3 All agents, supervisors, quality assurance resources, workforce management resources and SASSA nominated users must be trained before go-live.
- 12.4 All required channels, integrations, routing rules, dashboards, security controls, user profiles and reporting outputs must be configured, tested and approved by SASSA before production rollout.
- 12.5 The service provider must provide a transition plan that includes business continuity, parallel run options, risk mitigation, stakeholder engagement, change management, skills transfer to SASSA.
- 12.6 **The Bidder must implement the services in three phases:**
 - 12.6.1 **Phase 1: Implementation, transition and business continuity.** The Bidder must take over from the current service provider and ensure continuity of the current services, including voice, email, FAQs on the SASSA website and WhatsApp services required for business continuity. This phase must include transition planning, knowledge transfer, service readiness, resource

onboarding, testing, cutover, stabilisation, continuity reporting and risk mitigation.

- 12.6.2 **Minimum Phase 1 deliverables.** Phase 1 deliverables must include an approved transition plan, current-state assessment, access and dependency register, risk and issue register, channel configuration evidence, agent onboarding and training records, test results, pilot or parallel-run report, cutover plan, service readiness report, SASSA sign-off pack, hypercare plan and Phase 1 stabilisation report.
- 12.6.3 **Phase 1 acceptance criteria.** SASSA will only approve Phase 1 cutover where the Bidder has demonstrated continuity of voice, email, website FAQs and WhatsApp services; completed agent training and testing; configured reporting and dashboards; confirmed escalation processes with SASSA; validated call recording and data capture; resolved critical defects; and provided evidence that the service can operate without disruption.
- 12.6.4 **Phase 1 governance and reporting.** During Phase 1, the Bidder must provide daily transition updates during critical activities, weekly steering committee reports, risk and issue logs, readiness dashboards, action trackers, dependency logs, decision logs and evidence packs to support SASSA oversight and auditability.
- 12.6.5 **No cutover without approval.** The Bidder may not proceed to final production cutover unless SASSA has formally approved the service readiness report, test evidence, trained resource list, escalation matrix, reporting outputs, business-continuity plan and cutover plan.
- 12.6.6 **Phase 2: Digital services, self-service and systems integration.** The Bidder must implement and enhance digital services such as WhatsApp, web chat, website self-service, chatbots, FAQs, web messaging and other approved digital channels. SASSA has its own WhatsApp number and Meta account, and the Bidder must integrate with or support this approved WhatsApp arrangement as directed by SASSA. Phase 2 must include integration with approved SASSA systems to provide information to clients through self-service and other digital services, subject to SASSA security, privacy, access control, architecture and integration approvals.
- 12.6.7 **Phase 3: SASSA empowerment, transition and service enhancement.** The Bidder must empower SASSA to progressively take over selected contact

centre capabilities and enhance the deployed services. This phase must include training, change management, coaching, knowledge transfer, documentation, operational handover and improvement recommendations approved by SASSA.

13. CONTACT CENTRE PERFORMANCE

- 13.1 The service provider must meet service levels for availability, incident response, interaction handling, digital channel response, call answering, resolution turnaround times, reporting, quality management and platform support as agreed in the SLA.
- 13.2 Daily, weekly and monthly reports must include voice, email, WhatsApp, SMS, web chat, social media, self-service, agent performance, service levels, abandoned contacts, resolved cases, escalations and digital adoption metrics.
- 13.3 The Bidder to resolve 90% of enquiries and complaints within 5 working days.
- 13.4 The Bidder must answer at least 90% of voice calls received through the SASSA 0800 601011 number and close at least 90% of emails received through approved SASSA email channels during the applicable SLA measurement period. The workforce model must be based on an estimated 1 million voice calls and 50,000 emails per month during business days and approved business hours, using a five-minute average call handling standard for voice calls and clearly stated email handling, triaging, escalation and closure assumptions.
- 13.5 Bidder Contact centre Agent will call the clients to provide feedback and will close the incident on Bidder CRM solution.
- 13.6 Bidder will be expected to maintain the database of Frequently Asked Questions (FAQs) by callers.
- 13.7 Bidder will be responsible for identifying the knowledge gaps for domain specific areas and collaborate with the domain experts from SASSA to develop appropriate content.
- 13.8 Bidder will ensure that validated and updated information is available within the system for answering the FAQs and updating FAQs on a regular basis. The response to new questions must be validated and approved by SASSA.
- 13.9 Bidder to provide capability to SASSA head office and regional offices with access to reports (national and regional specific reports).

- 13.10 Bidder to transfer skills to SASSA's in-house contact centre and provide advisory services for the development and capacitation of SASSA's in-house contact centre.
- 13.11 Skills transfer plan will be agreed upon and outlined in the Service Level Agreement.
- 13.12 Bidder system to have capability to provide the location where a beneficiary is calling from.
- 13.13 The Bidder's capturing and reporting system should comply with SASSA's reporting requirements.
- 13.14 Bidder to have a reporting system that is flexible in providing reports as and when required.
- 13.15 Bidder to align to SASSA's turn-around times and compliance targets.

14. PROJECT CLOSEOUT

- 14.1 At the end of the contract, the Bidder must provide a project close-out report that includes service performance, achievements, unresolved risks and issues, lessons learnt, data handover confirmation, skills transfer outcomes, recommendations and prioritised areas for improvement.
- 14.2 At the end of the contract, or earlier when requested by SASSA, the Bidder must securely hand over all SASSA data collected, generated or processed during the project, including interaction records, call recordings, transcripts, case records, reports, knowledge base content, scripts, configuration documentation and audit logs, in a format approved by SASSA.

SECTION E: DELIVERABLES

15. DELIVERABLES

- 15.1 Deliverable management will include but not be limited to the provision of the CCaaS platform, implementation services, integration services, contact centre operations, agent capacity, digital channels, AI and automation capabilities, reporting, training, support, service management and transition services.
- 15.2 Approved phased project implementation plan covering Phase 1 business-continuity takeover within six (6) to eight (8) weeks, Phase 2 digital services and SASSA

systems integration, and Phase 3 SASSA empowerment, transition and service enhancement, including solution architecture, configuration design, integration design, test plan, training plan, change management plan, transition plan, readiness sign-off pack and cutover plan.

- 15.3 Implemented omni-channel platform supporting Phase 1 business continuity channels, including voice, email, FAQs on the SASSA website and WhatsApp, and Phase 2 digital channels, including web chat, website self-service, chatbots, digital messaging, dashboards, routing, agent desktop, supervisor tools, reporting and quality management.
- 15.4 Approved workforce capacity model and operational readiness evidence demonstrating the number of agents and supporting resources required to meet the agreed service levels, including the 90% call-answering target for the estimated 1 million monthly voice-call volume, the 90% email-closure target for the estimated 50,000 monthly email volume, business-day operating hours, the five-minute average call handling standard and the bidder's email handling assumptions.
- 15.5 Integrated knowledge base, scripts, guided workflows, FAQ content, website self-service capabilities, WhatsApp services, automation journeys, digital services, SASSA systems integrations and bot-to-agent handover processes.
- 15.6 Security, privacy, audit, data retention, disaster recovery, high availability and business continuity documentation.
- 15.7 Monthly service reports, performance reports, risk reports, service improvement plans and evidence of compliance with agreed service levels.
- 15.8 Skills transfer plan, training records, change management plan, handover documentation, support for SASSA customer care officials.
- 15.9 Close-out report and complete handover of data, configurations, reports, scripts, knowledge base content, recordings, transcripts and operational documentation to SASSA.

SECTION G: BID PRICING

16. SOLUTION PRICING

- 16.1 Bidder must complete the bid cost template. **Annexure A.**

SECTION H: EVALUATION OF THE BID

17. BID EVALUATION PRINCIPLES

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

i. First Stage

- a) Phase 1: Special Conditions
- b) Phase 2: Administrative Compliance
- c) Phase 3: Technical / Functional criteria
- d) Phase 4: Due diligence (site visit)

ii. Second Stage

- a) Price
- b) Specific Goals

17.1 FIRST STAGE OF EVALUATION

Phase 1: Special Conditions

- 17.1.1 The Bidder must submit a **letter on OEM letterhead** confirming that the bidder is **authorized to sell, implement, support and maintain the proposed CCaaS**. The letter must contain contact details of the OEM (telephone number and email address) for SASSA to conduct verification.
- 17.1.2 The bidder must provide a **valid ISO/IEC 27001 certificate** (issued by Certified Public Accountants or registered accounting firms),
- 17.1.3 The bidder must provide a System and Organization Controls report (**SOC 2**), issued by Certified Public Accountants or registered accounting firms,
- 17.1.4 The bidder must provide a **CSA STAR certification (ISO/IEC 27001 based)** (Cloud Security Alliance), (Security, Trust, Assurance, and Risk), issued by Certified Public Accountants or registered accounting firms.

17.1.5 The bidder must provide a **Cloud data residency letter** indicating the location of the data centre and the supporting **architectural diagram** to depict how data is processed, stored and backed up.

17.1.6 The Bidder must have **a minimum of 3 years'** experience in **implementation and support of cloud-based omni-channel CCaaS in South Africa**.

17.1.6.1 The Bidder must provide **reference letter(s) on a client letterhead, confirming implementation and support in South Africa. Reference letters must contain contact details (email addresses and telephone numbers) for SASSA to verify references.**

17.1.6.2 The reference letter/s must clearly stipulate **contract period, channels supported and number of users or agents.**

NB. Contracts running concurrently, cumulatively and non-cumulatively will be considered and consolidated to determine the total number of years of experience. Contract period must be clear, (specify contract start date and end date OR specify number of months OR number of years).

NB. Failure to comply with the above special conditions will result in your bid being disqualified. SASSA will conduct direct reference checks with the issuing client as part of the evaluation process.

Phase 2: Administrative Compliance

Bidders must submit the following:

17.1.7 Valid Tax Compliance Status PIN

17.1.8 Proof of company registration with Central Supplier Database.

17.1.9 Fully Complete SBD forms in response to the requirements outlined in the Bid document.

NB. FAILURE TO COMPLY WITH THE ABOVE MAY RESULT IN THE BID PROPOSAL BEING DISQUALIFIED AND NOT EVALUATED FURTHER.

Phase 3: Functionality Criteria

- i. Bidders who score less than **70 of the 100** points of the Functionality Points will be disqualified and thus will not be evaluated further.
- ii. The table below contains details of the evaluation criterion and the weights of each Functional Requirements component.
- iii. Criteria below will be evaluated according to the following values.

1=Poor**2=Average****3=Good****4=Very Good****5=Excellent**

EVALUATION CRITERIA	
Phase 3 – Functionality Criteria	Weights
Voice calls 17.1.10 Bidders must submit a report from the proposed CCaaS solution, to confirm calls answered per month. The report must clearly indicate the total number of calls answered per month; • 100 000 to 300 000 calls per month = 1 • More than 300 000 to 500 000 calls per month = 2 • More than 500 000 to 800 000 calls per month = 3 • More than 800 000 to 1 000 000 calls per month = 4 • More than 1 000 000 calls per month = 5	35
Digital Capabilities 17.1.11 Bidder should provide a system report from the proposed CCaaS solution and other verifiable evidence showing the digital capabilities managed; • Email and SMS = 1 • Email, SMS and WhatsApp = 2 • Email, SMS, WhatsApp, USSD and Webchat = 3 • Email, SMS, WhatsApp, USSD, Webchat and Chatbots = 4 • Email, WhatsApp, USSD, SMS, Webchat, Chatbot, social media and AI = 5	45
Contact Centre Manager or Service Delivery Manager experience: 17.1.12 Bidders must provide the CV of the proposed Contact Centre Manager or Service Delivery Manager. The CV must demonstrate experience managing a cloud-based omni-channel contact centre environment and will be used to verify the number of years of relevant experience claimed.	20

• 0 to 1 years = 1 • More than 1 to 2 years = 2 • More than 2 to 4 years = 3 • More than 4 to 6 years = 4 • More than 6 years = 5	
TOTAL	100

Phase 4: Due Diligence (Site Visit)

Annexure B. will be utilised during the site visit.

17.1.13 Only bidders who meet or exceed the minimum functionality threshold of **70 out of 100 points will proceed to the due diligence stage** and will be required to arrange or participate in a site visit as directed by SASSA.

17.1.14 The purpose of the visit is to;

17.1.14.1 **Observe the system demonstration and verification of 17.1.8 and 17.1.9 under functionality criteria.**

17.1.14.2 **Assess whether the bidder can operationalise** the proposed workforce capacity model, support the required channels, and meet the 90% voice-call answering target for the estimated 1 million monthly voice-call volume and the 90% email-closure target for the estimated 50,000 monthly email volume during business days and approved business hours.

NB. Should it be found that the bidder does not meet any of the prescribed Annexure B compliance requirements, SASSA will exercise the right to disqualify the bidder.

STAGE 2: PRICE AND SPECIFIC GOALS

17.1.15 Evaluation criteria on price and specific goals is as per the table below. The proposal shall be evaluated in accordance with 90/10 principle. 90 points will be for price, and 10 points will be for specific goals:

Price and Specific Goals	100
Price	90
Specific Goals	10

Price

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

Where

P_s = Points scored for price of tender under consideration

P_t = Price of tender under consideration

P_{min} = Price of lowest acceptable tender

Specific Goals

Preference points will be awarded to a bidder for attaining the specific goals in accordance with the table below:

Specific Goals	Number of points (90/10 system)
B-BBEE Status Level 1-2 contributor with at least 51% black women ownership	10
B-BBEE Status Level 3-4 contributor with at least 51% women ownership	9
B-BBEE Status Level 1-2 contributor with at least 51% black youth or disabled ownership	8
B-BBEE Status Level 1-2 contributor	7
B-BBEE Status Level 3-8 contributor with at least 51% youth or disabled ownership	5
B-BBEE Status Level 3-4 contributor	3
B-BBEE Status Level 5-8 contributor	2
Others	0
Note: In the event of a bidder claiming more than one specific goal category, SASSA will allocate points based on specific goal with the highest points.	

- 17.1.16 Bidders must submit a B-BBEE verification certificate from a verification agency accredited by the South African National Accreditation System (SANAS) or certified copies thereof and/or a CSD MAAA number.
- 17.1.17 Failure to submit the required documents shall be interpreted to mean that preference points for specific goals are not claimed
- 17.1.18 A trust, consortium or joint venture (including unincorporated consortia and joint venture) must submit a consolidated B-BBEE Status Level Verification certificate for this bid.

SECTION I: BID CONDITIONS

18. BID CONDITIONS

- 18.1 Before assumption of services, the successful Bidder must provide evidence that the workforce required in its approved workforce capacity model is appointed, trained, equipped and ready to operate. The model must demonstrate capacity to meet the 90% call-answering target for the estimated 1 million monthly voice-call volume and the 90% email-closure target for the estimated 50,000 monthly email volume during business days and approved business hours, using the five-minute average call handling standard and approved email handling assumptions.
- 18.2 Evidence must include the agent register, supervisors and management structure, training completion records, access readiness, shift and workforce schedules, escalation matrix, contingency arrangements, workforce management methodology and confirmation that the operating environment can support the approved capacity and service levels.
- 18.3 Bidder is required to provide dedicated contact centre agents meaning they should not be shared with other organisations.
- 18.4 SASSA will verify, before assumption of services and during the contract period, whether the Bidder's actual workforce deployment aligns with the approved workforce capacity model and supports the agreed service levels.
- 18.5 **Consortiums and Joint Ventures**
- 18.6 Where a bidder submits a bid as a Consortium or Joint Venture (JV), a duly signed Consortium or JV Agreement must be submitted. The agreement must confirm each partner's shareholding or participation, identify the Lead Partner authorized to bind the JV,

and clearly define the roles and responsibilities of all parties.

18.7 Unincorporated Joint Ventures

18.8 An unincorporated JV must submit the following:

- 18.8.1 Valid Tax Compliance Status PIN for each partner;
- 18.8.2 CSD registration details for each partner;
- 18.8.3 SBD forms submitted in the name of the JV;
- 18.8.4 Proof of authority for the person signing the bid; and
- 18.8.5 A consolidated B-BBEE certificate issued by a SANAS-accredited verification agency, or a valid affidavit where applicable.

18.9 Incorporated Joint Ventures

18.10 An incorporated JV must submit the following:

- 18.10.1 CIPC registration documents;
- 18.10.2 Valid Tax Compliance Status PIN;
- 18.10.3 CSD registration details;
- 18.10.4 Completed SBD forms;
- 18.10.5 Proof of authority for the person signing the bid; and
- 18.10.6 A B-BBEE certificate in the name of the JV issued by a SANAS-accredited verification agency, or a valid affidavit where applicable.

18.11 Subcontracting

- 18.11.1 Where subcontracting is proposed, the subcontracting agreement must clearly state the percentage of work to be subcontracted, the scope of work, and the roles and responsibilities of the parties.

18.12 The General Conditions as stipulated by the National Treasury will be applicable.

18.13 SASSA reserves the right to negotiate the price with the preferred bidder.

18.14 Bidder not to solicit, or accept solicitation from (either directly, indirectly, or through a third party) the employees of SASSA directly involved in this project during the period of the contract.

18.15 The Bidder understands that civil, criminal, or administrative penalties may apply for failure to protect information appropriately.

18.16 All information processed, stored, or transmitted by Bidder for this project belongs to SASSA.

18.17 By having the responsibility of operating the proposed contact centre, the Bidder does not acquire access to the information or rights to redistribute the information.

- 18.18 All stored data should be transferred to SASSA as and when SASSA wants it.
- 18.19 Bidders should ensure that during the transition and throughout the term of the contract that the agency's information remains secure and fully protected.
- 18.20 The Bidder must agree to sign a non-disclosure agreement with SASSA that all the information of callers, as well as email data, and any data acquired on behalf of SASSA will be protected using appropriate security measures.
- 18.21 The Agency will contract and conclude Service Level Agreement(s) with the successful bidder(s).
- 18.22 Successful Bidder (s) will be subjected to security screening by the agency.
- 18.23 Bidder to comply with SASSA policies and procedures.
- 18.24 SASSA will conduct site visits at Bidder's offices and/or at client sites if so required.
 - 18.24.1 SASSA will notify the Bidder two days prior to the site visit.