



TERMS OF REFERENCE AND CALL FOR PROPOSALS:
DEVELOPMENT OF THE BALANCED SCORECARD FOR THE SENIOR MANAGEMENT
TEAM OF THE COMMISSION

Deadline for Submissions: 31 January 2022

SAHRC TOR 3-2021

1. PURPOSE AND PROJECT DESCRIPTION

- 1.1 The purpose of this document is to request proposals from qualifying service providers for the development of a Balanced Scorecard (BSC) for the Senior Managers of the South African Human Rights Commission (SAHRC) for implementation in the 2022/2023 financial period. This project will also include the development of key performance indicators for Personal Assistants for Commissioners due to their uniqueness to the SAHRC. It will also include the review of the Commission performance management policy to align it with the developments around performance management and performance rewards in the Commission, as well as the training on the BSC concepts and best practices for effective implementation.

2. BACKGROUND

- 2.1 The SAHRC is an independent Constitutional institution established in terms of the Constitution Act 108 of 1996, and further derives its powers and functions from the South African Human Rights Commission Act 40 of 2013 (Act).
- 2.2 Section 19 of the Act provides for the appointment of the CEO of the Commission for the purpose of assisting the Commission in the performance of its financial and clerical functions. Senior Managers are appointed by the CEO of the Commission in terms of Section 19(3)(a) of the Act to assist him with the work incidental to the performance by the Commission of its functions.

2.3 Commissioners have adopted the BSC approach for the performance management of the CEO. Management deemed appropriate to cascade the BSC system to Senior Managers in order to ensure the alignment of performance targets at senior management level. Moving from the Performance Management System to the BSC system will require a change management initiative through training on the BSC. It is envisaged that the project on the development of the BSC system will also cater for the necessary change management initiatives.

3. KEY OBJECTIVES OF THE PROJECT

- 3.1 To develop the BSC system for the Senior Managers of the SAHRC.
- 3.2 To develop key performance indicators for Personal Assistants for Commissioners (Executive Authority)
- 3.3 To review the current Performance Management Policy to align it to the developments around performance management in the Commission.
- 3.4 To train Senior Managers on the BSC concepts and best practices for effective implementation of the system.

4. PROJECT SCOPE AND DELIVERABLES

- 4.1 Development of a Balance Scorecard (BSC) for the Commission for Senior Managers (post levels 13 and above).
- 4.2 Development of Key Performance Indicators (KPIs) aligned to the Commission's strategy for each position.
- 4.3 Development of KPIs for Personal Assistants (PAs) for Commissioners.
- 4.4 Design of all BSC templates (for contracting, monitoring, assessments).
- 4.5 Development and conducting of training on the basic concepts and best practice for BSC for effective implementation.
- 4.6 Review of the Commission's Performance Management Policy.

5. REQUIRED EXPERTISE

- 5.1 The Commission requires the services of an experienced provider, with at least 8 years of practical experience performance management, with specific focus on the Balanced Scorecard system.
- 5.2 Consultations will mainly be done virtually.

6. PROJECT TIMELINES

6.1 The expected project commencement date is **7 February 2022**.

6.2 The project should be concluded by 31 March 2022

7. EVALUATION CRITERIA

7.1 Please note that the following evaluation criteria will be used:

- a) **Price evaluation based on the 80/20 preferential point system.**
- b) **Evaluation on functionality, as in Table 1 below:**

Bidders who submit proposals must meet a minimum of 70% threshold to be considered for Price and BEE

Table 1: Functionality evaluation

	Criteria	Percentage weighting
1.	Previous experience working on similar projects or in the field of performance management 1 = 1 year of experience 2= 2 to 3 years of experience in the industry 3= 4 to 6 years of experience in the industry 4-5= 7 to 8 years of experience in the industry	25
2.	Skills and competencies of key experts to be assigned to the project including curriculum vitae of the key experts on the project	25
3.	Proposed methodology to be used to realize the expected results	25
4.	High level work-plan with an overview of timelines, key milestones and a costs breakdown indicating the major costs drivers.	25
	Total	100

Bidders must obtain a minimum threshold of 70% on Functionality to proceed to the next stages of the evaluation process. Failure to obtain the minimum of 70% will result in your bid being considered non-responsive.

Price and BBEE evaluation

Only Bidders that have met the 70% threshold to be considered for price and BBEE. Price and BBEE will be evaluated as follows:

In terms of regulation 6 of the Preferential Procurement Regulations pertaining to the Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000), responsive bids will be adjudicated on the 80/20-preference point system in terms of which points are awarded to bidders on the basis of:

- The bid price (maximum 80 points)
- B-BBEE status level of contributor (maximum 20 points)

i. Stage 1 – Price Evaluation (80 Points)

Criteria	Points
Price Evaluation $Ps = 80 \left(1 - \frac{Pt - P \min}{P \min} \right)$	80

The following formula will be used to calculate the points for price:

Where

- Ps = Points scored for comparative price of bid under consideration
- Pt = Comparative price of bid under consideration
- Pmin = Comparative price of lowest acceptable bid

ii. Stage 2 – BBBEE Evaluation (20 Points)

a. BBBEE Points allocation

A maximum of 20 points may be allocated to a bidder for attaining their B-BBEE status level of contributor in accordance with the table below:

B-BBEE Status Level of Contributor	Number of Points
1	20
2	18
3	14
4	12

5	8
6	6
7	4
8	2
Non-compliant contributor	0

B-BBEE points may be allocated to bidders on submission of the following documentation or evidence:

- A duly completed Preference Point Claim Form: Standard Bidding Document (SBD 6.1); and
- B-BBEE Certificate

1. SUBMISSION REQUIREMENTS

1.1 To be considered as the preferred service provider, kindly submit the following:

- Proposal indicating the service providers' experience, success rates, conceptualisation of the project, process, and method of delivery, costing and any other relevant information.
- Valid Tax Clearance Certificate
- BBBEE Certificate.
- Company Profile
- Standard bid document 4
- Standard bid document 7.2
- Standard bid document 6.1
- Central supplier database report

1.2 **Submissions are due by Monday 31 January 2022, before 15:00.**

1.3 **Submissions must be emailed to:**

tdlamini@sahrc.org.za or tenderoffice@sahrc.org.za