



sassa

SOUTH AFRICAN SOCIAL SECURITY AGENCY

SOUTH AFRICAN SOCIAL SECURITY AGENCY

Technology Assessment and Planning

Terms of Reference



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

South African Social Security Agency

Head Office

SASSA House • 501 Prodinsa Building cor. Beatrix & Pretorius Streets

Pretoria • Private Bag X55662 Arcadia • Pretoria 0083

Tel: +27 12 400 2420 • Fax: +27 12 400 2387

www.sassa.gov.za

TABLE OF CONTENTS

SECTION A – OBJECTIVES AND BACKGROUND.....	4
1. OBJECTIVES	4
1.1. OBJECTIVES OF TERMS OF REFERENCE	4
2. BACKGROUND.....	4
2.1. BACKGROUND TO THE ORGANISATION	4
2.2. SASSA’S CURRENT GRANTS’ BENEFITS’ SYSTEM’S OVERVIEW.....	5
SECTION B – SCOPE AND EXTENT OF THE SERVICES	8
1. SCOPE OF WORK	8
REQUIRED SERVICES	8
1.1. SPECIFIC SKILLS REQUIRED.....	14
1.2. LOGISTICS AND TIMING	15
1.2.1. OFFICE ACCOMMODATION AND OTHER FACILITIES	15
1.2.2. SAFETY	15
1.2.3. COMMENCEMENT DATE.....	15
1.2.4. DURATION.....	15
SECTION C – BID REQUIREMENTS	16
1. SPECIFIC CONTENTS OF THE PROPOSAL	16
1.1. PREVIOUS EXPERIENCE.....	16
1.2. COST BREAKDOWN	16
SECTION E – EVALUATION INFORMATION.....	18
1. EVALUATION OF THE BID	18
1.1. BID EVALUATION PRINCIPLES	18
1.2. COMPULSORY BRIEFING SESSION	21
1.3. GENERAL BID CONDITIONS	22

ACRONYMS

Acronym	Description
B-BBEE	Broad-Based Black Economic Empowerment
BSC	Business Solution Centre,
CEO	Chief Executive Officer
COBIT	Control Objectives for Information Technologies
GBAS	Government Benefits Administration Solution
GWEA	Government-Wide Enterprise Architecture
HO	Head Office
ICT	Information Communication Technology
LEAD	Learning Enhancement, Advancement, and Direction (LEAD) Framework
RASCI	Responsible, Accountable, Supporting, Consulted and Informed Matrix
SASSA	South African Social Security Agency
SOCPEN	Social Pension System
SRD	Social Relief of Distress
TOGAF	The Open Group Architecture Framework
TLM	Technology Landscape Mapping
POET	Political Operational Economic Technical Framework (Decompose, Solve, Recompose framework)
ZACHMAN	Two-dimensional classification scheme for descriptive representations of an Enterprise

SECTION A – OBJECTIVES AND BACKGROUND

1. OBJECTIVES

1.1. Objectives of Terms of reference

The main objective of this terms of reference is to source professional services to deliver **Technology Assessment and Planning** for SASSA Information Communications Environment.

The assessment and planning exercise must enable SASSA to implement a robust technology solution to comprehensively administer its government social benefits processes and deliver business value.

2. BACKGROUND

2.1. Background to the Organisation

- 2.1. SASSA is embarking on a transition process from the current social grants administration solution into an advanced solution supported by a robust technology that will enable the administration government benefits.
- 2.2. Through its internal ICT specialist and the Business Process Reengineering project, SASSA has identified the challenges the current system/s that administer the grants benefits processes presents as well as defined the capabilities that the new solution that must deliver.
- 2.3. The aim of this TOR is to source services for an in-depth analysis of the technology embedded within the systems so as to recommend the technology that is suitable for the envisaged system to administer SASSA benefits.
- 2.4. This journey is inspired by the long coming service and technological challenges that the organisation is experiencing with regards to its legacy, mainframe social administration system called SOCPEN, coupled by the silo systems that facilitates the administration of the social grants benefits and the changing government services landscape that are aligned to the role that SASSA must play. This ambition is also fuelled by the emergent of massive digitalisation and transformative technologies of the 4IR,

which can be leveraged for the creation of new services as well as efficient and expedited service delivery.

2.5. The capabilities that have been defined for the envisaged system include, but not limited to:

- a) **Agility:** A solution that will ensure speed and ease of adaptation to changing policies and regulatory landscape
- b) **Future proof solution:** A solution that will adapt to future services and technology requirements. This means that can be easily changed to cater for changing business needs and technological advancements
- c) **A solution driven by a living services and technology roadmap:** A continuously updated configuration of the organisation's services and technology posture as well as the desired future paths that those services and technologies should take
- d) **Minimum disruption of business:** A programme that charts the path of transitioning without negatively impacting current business
- e) **Value-adding solution, not just replacement of SOCPEN:** Leveraging innovation to bring new services and technologies
- f) **Cost of ownership / operations:** A solution that will reduce operational expenditure by government.

2.2. SASSA's Current Grants' Benefits' System's Overview

SASSA has implemented multiple systems for the administration of its current Social Assistance; however, the organisation is aiming to move away from its fragmented systems design into a comprehensive solution for its future intended system to administer its grants benefits. **The systems implemented, including its opportunities and challenges can be explained as below:**

2.2.1. SOCPEN System

The Socpen system is the main Social Assistance benefits administration system developed on the mainframe Natural Adabas technology stack using ADABAS 8.3.4/8.4.2 as the Operating System.

The system has provided SASSA with a stable baseline for the administration of grants over the years from on-boarding to payments, however, within the framework of a fast-paced technologically advancing environment, the system is falling short of meeting the business demands due to its complex design.

Being a legacy system, its most sustainable advantage has been its reliability in ensuring day to day operation which is however laden with challenges including its flexibility, high maintenance, compatibility, functionality and security.

2.2.2. SRD 350 System

SASSA has implemented a web application (SRD) running on an Oracle Private Cloud Appliance (PCA) environment. The solution is developed using Angular in an open-source Typescript – based using Linux as the Operating system.

This solution was implemented as a result of Socpen system not being able to meet the demands that were required to facilitate this online only driven grant administration. The solution administers the grant from on-boarding to payments.

The solution being Open source based provide the Agency with a very agile and flexible environment as a strong contender in the new age technological environment, but there are lots of administration activities linked to the traditional grants that have not been incorporated and tested on this solution

2.2.3. Online Applications System (Open Text Appworks)

SASSA has implemented a solution on the latest version of the OpenText – AppWorks and Content Server platform, version 16. The solution is running on an Oracle Database and using Windows and Linux as the Operating system. This solution was implemented as a result of Socpen system not being able to meet the demands that were required to facilitate this online only driven grant administration, coupled with the records/files management capability.

The Open Text platform is used as the main workflow and case management capability that enables the intake and processing of a grant application, wherein the outcome and payments are processed in Socpen.

Grant Administration Support Systems

2.2.4. Content Server (Livelink)

The Content Server (Livelink) system is a document management system (electronic registry) and is currently operational in all SASSA offices. The Grants Administration component within the Agency utilizes this system for the management and storage of the digital beneficiary files and notifications (reviews).

2.2.5. Beneficiary Records Management (BRM) Solution

The Beneficiary Records Management (BRM) system is a custom-built system that

supports the on-going management of beneficiary files by providing a file management capability that allows capturing, scanning, tracking and destruction of files. This includes ingesting the file location data from the outsourced storage and retrieval of files by the service provider and the checking in and out of files in the registries as well as the electronic tracking of where physical files are kept. The BRM system is a critical enabler of on-going beneficiary maintenance ensuring a physical record of all beneficiary transactions that are available.

SECTION B – SCOPE AND EXTENT OF THE SERVICES

1. SCOPE OF WORK

REQUIRED SERVICES

- 1.1. SASSA seeks to improve its efficiencies, and therefore seeks professional services to conduct an in-depth evaluation of the technology on which its internal systems run from in order to recommend the appropriate technology/ies that must be adopted for the implementation of the envisaged system to administer the grants benefits, taking into consideration potential technology investments from within and other industries, including globally. It must be noted that SASSA has already defined its TO-BE processes that the new system should be able to respond to through its Business Process Reengineering Project.
- 1.2. The envisaged solution must enable achievement of the below Digital Beneficiary Service Platform:
 - 1.2.1. **Business Process Engine** for the coordination and central management of process events or components as well as enabling SASSA policies and other operational decisions to be defined, tested, executed and maintained separately from application code.
 - 1.2.2. **Case Management** to provide tracking and management of all information throughout the life cycle of a case as well as provide support for interaction between SASSA staff members, such as e-mail, calendaring, forums and whiteboards.
 - 1.2.3. **Database Management System** to manage SASSA's data assets.
 - 1.2.4. **Enterprise Content Management** to support all content within the organisation during the entire life cycle and enables collaboration through the automated sharing of information resources and content.
 - 1.2.5. **Application communication Protocols** to provide a secure, managed mechanism for applications to communicate with one another inclusive but not limited to **Enterprise Service Bus (ESB), Application Programming Interface (API)**
 - 1.2.6. **Identity Management (IDM)** to facilitate the authentication of SASSA systems' clients and users and authorising their actions.

- 1.2.7. **Master Data Management** to define and manages SASSA's master data.
- 1.2.8. **System Management Infrastructure** to sustain the readiness, assurance and performance of SASSA Infrastructure.
- 1.2.9. **Security Management** includes tools to ensure the confidentiality, integrity and availability of SASSA information assets.
- 1.2.10. **System Engineering Infrastructure** technologies to enable the plan, design, analyse, model, construct, integrate, configure, test and maintain Information Systems
- 1.3. The Critical Success Factors for the envisaged system can be outlined as below:
 - 1.3.1. Flexibility to add business functionality
 - 1.3.2. Device independence – channel configuration ability
 - 1.3.3. Commercial product type robustness and scalability
 - 1.3.4. Independence of SASSA proprietary systems and 'standards'
 - 1.3.5. Based on internationally recognised standards
 - 1.3.6. Process configurability
 - 1.3.7. Platform to provide common user experience across devices
 - 1.3.8. Ability to integrate with current legacy in such a way that you can migrate from it
 - 1.3.9. Support for security requirements
 - 1.3.10. Authentication of users via various industry accepted mechanisms
 - 1.3.11. Privacy and confidentiality (appropriate level of encryption)
 - 1.3.12. Ability to log all interactions and transactions for fraud prevention
 - 1.3.13. Support for Service Orientation Architecture
- 1.4. The scope of work will therefore consist of the below
 - 1.4.1. **Analysis Phase –AS IS**
 - 1.4.1.1. **Conducting Discovery**

This step must include but not limited to - Where you are and where you could go:

- a) Creation of a collective understanding of systems and associated technology, including the components that make it i.e. Software, Hardware, databases, telecommunication, integrations and people that support it (skills). This will involve technology analysis with SASSA/Including contractors' technical team and System Analyst for the grants administration system including the support systems.
- b) Best practices and opportunities. Conduct an in-depth assessment of the technology area to identify and evaluate the current and future status of relevant technologies as they are developed in various industries.
- c) Goals and requirements to support the defined strategic goals and processes. Explicit definition of the map aligned to Business and ICT Strategy, scoped by related acts and regulations, in terms of the building blocks and their dependencies

1.4.1.2. Assessment and Analysis: Understanding credible and prioritised options to fill the gaps

This step must include but not limited to:

- a) Establish what could be leveraged from current technology
- b) The gaps that should be filled
- c) How the gaps can be filled, the pros and cons of each option, how to fill them and any trade-off's
- d) Consideration of the functional and technical elements of the current and new state as well as the success factors for effective application, integration, procurement, implementation and continued support

The successful bidder will be provided with the readily documented AS-IS and TO-BE processes and system's landscape of SASSA, which must be used to deliver the above scope.

1.4.2. Design Phase (TO-BE)

1.4.2.1. Definition and Development:

This step must include but not limited to:

- a) Defining the end state. Synchronising the technologies identified to the business operations
- b) Define technology implications for the existing environment
- c) Develop technology requirements, strategy, models
- d) Outline cost, benefits, priorities and dependencies
- e) Define implementation approach and phases/roadmap, which must consider:
 - i. Accurate: The information in the roadmaps must be accurate and reliable
 - ii. Repeatable: Repeatable road-mapping process that ensures consistency
 - iii. Maintained: Roadmap that is easily reviewable and updatable at defined points
 - iv. Traceable: The technology initiatives captured in our roadmaps are explicitly linked to business objectives and goals as modelled
 - v. Measurable: Roadmap that is easy to measure and monitor in terms of quality and completeness against defined criteria
 - vi. Consumable – the information in the roadmap to be clearly displayed and easily understood.
 - vii. Targeted: Roadmap which information is tailored for the target audience
 - viii. Accessible: Roadmaps and related documents to be stored where business can easily access
 - ix. Comprehensive: Roadmaps that cover the identified technologies comprehensively
 - x. Aligned: Roadmap aligned to the capabilities that the technologies that it seeks to enable

- xi. Complete: Roadmaps that contain the necessary information required by end users
- xii. Connected: Roadmap that capture interdependencies within and across the business
- xiii. Contextualized: Roadmap that incorporate business and IT relevant information
- xiv. Integrated: Roadmap able to inform key strategic and operational planning processes
- xv. Adaptable: Roadmap that is quickly adaptable to reflect changes to the external environment, business priorities and technology decisions

1.4.2.2. Documentation and Validation

This step must include but not limited to:

- a) Compiling a Business case and plan
- b) Developing key messages of the plan
- c) Packaging the plan for Executive buy-in and approval

1.4.3. Governance and Deliverable Management

- 1.4.3.1. Deliverable management will form an essential function in this project / services contract, ensuring that deliverables are managed correctly and delivered timeously within the 12 months' contract period
- 1.4.3.2. The following is a minimum set of deliverables to support the requirements mentioned in section 1.4.1 & 1.4.2 above and will contain at the minimum the following:
 - a) Appoint a Project Manager for the project and liaison with the SASSA Project Manager.
 - b) Develop the Project Management Plan
 - c) Attendance of ad-hoc project status meetings
 - d) Attendance of monthly SLA and Steering Committee meetings

- e) Provisioning of a monthly Progress report
- f) Deliverable management will include but limited to the following responsibilities:
 - i. Ensure that all project deliverables are met
 - ii. Identify and report on project dependencies
 - iii. Identify and minimise the effect of project constraints
 - iv. Execute project controls and change control procedures as applicable
 - v. Continuously manage identified and new risks regarding the project
 - vi. Report on progress and project risks
 - vii. Co-ordinate the effort and communication between stakeholders
 - viii. Govern timeframes on deliverables where deliverables are included as SASSA's responsibility ensuring all deliverables are achieved.
 - ix. Review feedback (progress) reports
- g) Critical for the bidder to note is how they position this requirement and demonstrate its capability to assist SASSA in achieving its objective. This effort in most instances will influence the project component of this bid. This will include:
 - i. Showing initiative
 - ii. Taking ownership
 - iii. Fostering innovation
 - iv. Demonstrating "value for money".

NB: Bidders to note that all the deliverables and working documents/information emanating from the project is the Intellectual Property of SASSA

1.5. SPECIFIC SKILLS REQUIRED

1.5.1. Resources

- a) Bidders should have the capacity and resources to carry out the proposed work according to the timelines proposed (please indicate a project plan on how the scope of work will be addressed)
- b) Describe the proposed staffing of the team member that will provide the service, including the experience of members. Also provide information on back-up resources. Data Ownership, Storage and Analysis capabilities.
- c) Demonstrate how your organisation is prepared to respond promptly to problems or issues that may occur.
- d) Provide assurance of access to technical experts without causing a delay to the service.

1.5.2. Key resources Qualifications and Experience

Role	Quantity	Experience (Years)	Key certification and experience
Principal Enterprise Architect	1	5 years or more	Certification in 1 or more of below or equivalent: • Certification in Zachman Enterprise Architect • Certification Open Group Architecture Framework (TOGAF) 9 • ITIL Certification • Open Group Certified Architect (CA)
Senior Systems Engineer	3	3 years or more	• Certified Systems Engineering Professional (CSEP) or

			equivalent
Principal Systems Analyst	3	5 years or more	• Certified Systems Analyst Professional (CSAP) or equivalent
Senior Project manager	1	5 years or more	• Project Management Professional (PMP) certification or equivalent

1.6. LOGISTICS AND TIMING

- a) 50% of the services will be performed on-site from the SASSA Head Office premises in Pretoria and 50% can be performed remotely. Sufficient space, desks and equipment is made available for the Bidder in this regard.
- b) Bidder resources will adhere to all applicable SASSA policies such as the code of conduct, dress code etc.

1.6.1. Office Accommodation and Other Facilities

- a) To enable the Bidder to provide onsite services, SASSA will provide, at such time as the Parties shall agree, the following to the Bidder: Office Accommodation and Related Equipment as per SASSA standards

1.6.2. Safety

- a) Practices as observed by the Basic Conditions of Employment Act will be observed.
- b) The Bidder shall ensure that its personnel comply, at all times, with all SASSA safety regulations, such as signing "in and out" every day where applicable.

1.6.3. Commencement date

- a) Contracting will be concluded following acceptance of award by the successful bidder, wherein the commencement will be outlined.
- b) The Service Level Agreement will be concluded after the award

1.6.4. Duration

- a) The contract will be valid for a period of 12 months and will automatically end without any parties giving notice.
- b) The Bidder will be notified in time if any further extension might be required

SECTION C – BID REQUIREMENTS

1. SPECIFIC CONTENTS OF THE PROPOSAL

The proposal must be submitted in two copies.

An original response should be accompanied by a hard copy and an electronic soft copy on a memory stick. All the contents of the copies should be in the exact same order as in the hard copy to make it easier to navigate and evaluate the bid response.

The proposal must include as a minimum the following information:

1.1. PREVIOUS EXPERIENCE

Annexure A should be fully completed: At least 1 implementation experience per implementation must be indicated in Annexure A. Please note Due Diligence will be done on the information provided here.

Proven practice in below frameworks, methodologies and capabilities:

- a) Implementation of Enterprise Architecture capability through the use of standard frameworks and methodologies i.e. GWEA, TOGAF, ZACHMAN, LEAD, COBIT, POET for projects Information Architecture, Technology Architecture, Security Architecture (including aspects/capability components such as Data objects, Entities, Logical and Physical technology components, platform Services, Application, Information, and Technology Architecture domains)
- b) Implementation of projects using ErwinCasewise/SparxEA, Iteraplan, and ARIS EA modelling and design tools
- c) Implementation of projects that required Scientific and Industrial research in ICT research and innovation

1.2. COST BREAKDOWN

1.2.1 The term of the contract is 12 months

1.2.2 Reference should be made to Section B 1.4 for the elements of cost breakdown

1.2.3 A cost breakdown of the entire service including VAT should be populated on Annexure B: Pricing schedule

- a. Total Analysis Phase

- b. Total Design Phase (TO-BE) - Technology Landscape Mapping and Benchmarking
- c. Total Project Governance and Deliverable Management
- d. Resource pricing (Section 2) – **It must be noted that this cost is required for indicative /reference purposes only as this cost should be considered as part of items a-c above**

SECTION E – EVALUATION INFORMATION

1. EVALUATION OF THE BID

1.1. BID EVALUATION PRINCIPLES

1.1.1. The bid proposals shall be evaluated in accordance with the 80/20 principle. The evaluation shall be conducted as follows:

i. First Stage:

- a) Phase 1: Mandatory compliance
- b) Phase 2: Administrative Compliance;
- c) Phase 3: Functionality Criteria

ii. Second Stage:

a) Phase 1: Price and Specific Goals Points.

I. First Stage

Phase 1–Mandatory Compliance

- a) Bidder Must provide Evidence that Demonstrate the experience, knowledge, and the expertise to Technology assessment and planning services for similar organization type.

Evidence MUST be submitted as a signed and dated reference letter from the organization where the project was undertaken.

- b) Bidder to complete **Annexure C** to confirm the resources with the required skills and qualifications
- c) Bidder Must attend a **compulsory briefing session**

NOTE: Failure to comply to the above WILL invalidate your bid.

Phase 2–Administrative Compliance

Bidders are requested to submit the following:

- a. Tax Status Verification Pin
- b. Central Supplier Database (CSD) report
- c. Fully completed and signed SBD Forms

NOTE: Failure to submit the above may invalidate your bid.

Phase 3: Functionality Criteria

1.1.2. Bidders who score less than **70 of the 100** points of the Functionality Points will be disqualified, and thus will not be evaluated further.

1.1.3. The table below contains details of the evaluation criterion and the weights of each Functional Requirements component.

1.1.4. 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						
1. BIDDERS EXPERIENCE - Confirm understanding of the required scope of services and competency and the methodology framework to deliver on the requirements of paragraph by providing an outline of how the below projects was implemented previously. ANNEXURE A must be completed to indicate where the projects were implemented. Note that contactable references should be provided and will be contacted by SASSA for verification. <table border="1"> <tr> <th>Project implemented</th><th></th></tr> <tr> <td>Projects that involve Information Architecture, Technology Architecture, Security Architecture (including aspects/capability components such as Data objects, Entities, Logical and Physical technology components, platform Services, Application, Information, and Technology Architecture domains)</td><td>20</td></tr> <tr> <td>Implementing projects using ErwinCasewise/SparxEA/ Iteraplan and ARIS EA</td><td>15</td></tr> </table>	Project implemented		Projects that involve Information Architecture, Technology Architecture, Security Architecture (including aspects/capability components such as Data objects, Entities, Logical and Physical technology components, platform Services, Application, Information, and Technology Architecture domains)	20	Implementing projects using ErwinCasewise/SparxEA/ Iteraplan and ARIS EA	15	60
Project implemented							
Projects that involve Information Architecture, Technology Architecture, Security Architecture (including aspects/capability components such as Data objects, Entities, Logical and Physical technology components, platform Services, Application, Information, and Technology Architecture domains)	20						
Implementing projects using ErwinCasewise/SparxEA/ Iteraplan and ARIS EA	15						

modelling and design tools			
Implementation of projects that required Scientific and Industrial research in ICT research and innovation	25		
2. GOVERNANCE AND DELIVERABLES			40
Governance and Deliverable item			
The Bidder to provide a framework and plan on how the project will be delivered in a 12-month period	30		
Bidder to elicit how they position themselves and their capability to assist SASSA in achieving its objective. This effort in most instances will influence the project component of this bid. This should include: - Showing initiative - Taking ownership - Solving problems - Fostering innovation - Demonstrating “value for money”.	10		
TOTAL			100

SECOND STAGE: PHASE 1- PRICE AND SPECIFIC GOALS

Points awarded for price and specific goals

Price and Special Goals point system	100
Price	80
Specific Goals	20

Price

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

Where

Ps = Points scored for the price of tender under consideration

Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

Specific Goals Points

Specific Goals	Number of points (80/20 system)
B-BBEE Status Level 1-2 contributor with at least 51% black women ownership	20
B-BBEE Status Level 3-4 contributor with at least 51% women ownership	18
B-BBEE Status Level 1-2 contributor with at least 51% black youth or disabled ownership	16
B-BBEE Status Level 1-2 contributor	14
B-BBEE Status Level 3-8 contributor with at least 51% youth or disabled ownership	12
B-BBEE Status Level 3-4 contributor	8
B-BBEE Status Level 5-8 contributor	4
Others	0

- a) Bidders should submit a B-BBEE verification certificate from a verification agency accredited by the South African National Accreditation System (SANAS) and/or CSD MAAA number and/or a sworn affidavit indicating the percentage of all shareholders and signed by the commissioner of oaths, all the company shareholders and/or owners.
- b) Failure to submit shall be interpreted to mean that Specific Goals points are not claimed.

1.2. COMPULSORY BRIEFING SESSION

- 1.2.1. Bidders must register their company name and contact details of one representative for the briefing session. Virtual briefing session will be conducted.
- 1.2.2. Bidders will be expected to identify themselves (company they represent) during the briefing session. The session will be recorded for confirmation purposes.
- 1.2.3. Details (to register their company name and contact details of one representative for the briefing session) must be send to email address: TLM@sassa.gov.za Enquiries related to the tender must also be directed to the email address TLM@sassa.gov.za

- 1.2.4. Bidders will have 5 days from the date of advertisement to submit their registration details via email.

NB: Failure to attend the compulsory briefing will render your bid invalid.

1.3. GENERAL BID CONDITIONS

- 1.3.1. Bid rigging (or collusive bidding) is prohibited and this occurs when businesses, that would otherwise be expected to compete, secretly conspire to raise prices or lower the quality of goods and / or services for purchasers who wish to acquire goods and / or services through a bidding process. Bid rigging is, therefore, an agreement between competitors not to compete.
- 1.3.2. SASSA reserves the right to negotiate price with the preferred bidder.
- 1.3.3. SASSA reserves the right to terminate the service in part or wholly before the end of the 12 months' period
- 1.3.4. SASSA reserves the right not to award the bid at all.
- 1.3.5. The General Conditions as stipulated by the National Treasury will be applicable.
- 1.3.6. SASSA will contract and conclude Service Level Agreement with the successful bidder.