



sassa

SOUTH AFRICAN SOCIAL SECURITY AGENCY

TERMS OF REFERENCE

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[TERMS OF REFERENCE FOR THE APPOINTMENT OF A SERVICE PROVIDER TO DEVELOP AN ETHICS MANAGEMENT PROGRAMME STRATEGY FOR THE SOUTH AFRICAN SOCIAL SECURITY AGENCY (SASSA) FOR A PERIOD OF FIFTEEN (15 MONTHS)]

1. BACKGROUND

- 1.1 The South African Social Security Agency (SASSA) was established as a Schedule 3 Public Entity for the administration, management and payment of social assistance.
- 1.2 Prior to the establishment of SASSA social grants were administered by each of the nine Provincial Departments of Social Development.
- 1.3 There were variations from one provincial department to the other in the manner in which social grants were administered.
- 1.4 The purpose of SASSA's establishment was to promote standardization of services, improve efficiencies and minimize fraud and corruption in the grants administration process.
- 1.5 To achieve this objective, SASSA requires a cadre of employees with a high level of ethical conduct within its ranks.
- 1.6 With 7 504 employees (subject to change) as of 03 February 2025, the project will be implemented from Head Office in Pretoria, across nine regional/provincial offices, 45 district offices and 269 local offices.
- 1.7 The business of SASSA, which deals with management and distribution of social grants worth billions of rand annually makes the Agency susceptible to fraud and corruption.
- 1.8 SASSA has an ethics management programme to promote ethical behaviour in the

workplace. However, since its inception, SASSA has not undertaken any evaluation of its ethics management programme and practice.

- 1.9 This necessitates the need to regularly assess the level of compliance with the set ethical conduct.

2. PROJECT PURPOSE

- 2.1 The project is intended to:

- 2.1.1 identify, assess and review the major ethics focus areas for the Agency based on the SASSA Act, code of conduct, internal policies, processes and procedures, the level of ethical or unethical (actual or perceived) conduct in those identified areas of focus, and

- 2.1.2 to recommend and develop solutions to be employed to address any inadequacies.

3. SCOPE OF SERVICE

The scope encompasses activities that must be carried out in the overall assessment, across all SASSA 9 regions and Head Office, of the adequacy and effectiveness of the SASSA ethics management programme as currently existing, and includes:

- 3.1 Develop SASSA Ethics Strategy by:

- 3.1.1 Reviewing relevant SASSA documents which include, but are not limited to ethics related policies, frameworks, processes, procedures and manuals to obtain an initial analysis of possible ethics risks.

- 3.1.2 Conduct virtual interviews with up to 20 managers across 9 Regions and Head Office (SASSA) to obtain their perspectives on ethics and associated risks.

- 3.1.3 Convene a pre-survey workshop for up to 30 officials (venue will be determined and arranged by SASSA).
- 3.1.4 Develop and manage online survey for SASSA employees across all 9 Regions and Head Office using standard sampling methods.
- 3.1.5 Conduct data analysis and develop a draft risk profile.
- 3.1.6 Facilitate a strategy development workshop for up to 30 officials to finalise the draft risk profile and develop a strategy and action plan (venue will be determined and arranged by SASSA).
- 3.2 Develop an ethics training programme.
 - 3.2.1 Develop an ethics training manual that SASSA can use post project completion.
 - 3.2.2 Facilitate the training of ethics trainers for up to 15 officials at SASSA Head Office (venue will be at SASSA cost).
 - 3.2.3 Conduct ethics awareness sessions for 60 Ethics Officers and selected managers (venues will be determined and arranged by SASSA).
- 3.3 Induction of up to 14 officials serving in the SASSA Ethics Committee
 - 3.3.1 Conduct an induction training workshop for members of the Ethics Committee and other SASSA officials supporting the members of the Ethics Committee.

4. DELIVERABLES/OUTPUTS/OUTCOMES

The bidder will commit to achieve and actually execute the following outputs which will be reduced in writing as reports, with presentations where possible:

- 4.1 Conception report, submitted within two weeks of receipt of appointment letter.
- 4.2 Ethics risk assessment that spans all areas of ethics and compliance, including, but not limited to, bribery, fraud, corruption, money laundering and human rights.
- 4.3 Compliance check that ascertains that the ethics management programme aligns with relevant laws, regulations, and organizational policies, and identifying any gaps or areas for improvement.
- 4.4 Review of existing ethics-related policies, procedures, and guidelines to assess their clarity, comprehensiveness, and relevance to current organizational needs and challenges, and review as necessary.
- 4.5 Stakeholder engagement to gather feedback from various stakeholders, including employees, management, and external partners, to understand their perspectives on the ethics management programme and identify areas for enhancement.
- 4.6 Evaluation of the effectiveness of the existing ethics management programme in promoting ethical behavior and preventing misconduct within the Agency.
- 4.7 Based on the overall assessment that has been done, develop SASSA ethics strategy to address any inadequacies and strengthen the ethics and compliance management programme of the Agency. Develop an action plan for the implementation of the strategy.

- 4.8 Evaluation of the effectiveness of ethics training and awareness initiatives in educating employees about ethical standards, expectations, and reporting mechanisms, and identifying opportunities for improvement. Develop ethics training programmes and materials and train the ethics office personnel as facilitators of the training.
- 4.9 Assessment of the processes for reporting ethics violations, investigating allegations, and monitoring compliance with ethics-related policies and procedures, and recommending enhancements to ensure transparency and accountability.
- 4.10 In implementing the project, the successful service provider should follow an approach that actively involves the personnel of SASSA ethics office to ensure that there is deliberate skills transfer in every phase of the project.
- 4.11 Assessment of whether SASSA's business culture and behaviour of its employees reflect the letter and spirit of the Agency's Code of Conduct and Ethics, and other regulatory and policy requirements (the effectiveness of existing controls to mitigate identified risks and other inadequacies).

5. REPORTING REQUIREMENTS

- 5.1 The service provider shall report to the Project Manager, based within the Department: Risk Management, who will provide project implementation oversight, support and monitoring.
- 5.2 The Senior Manager in the Department or her appointed official will be the dedicated Accounting Manager/Project Owner for the project. Any matter can be escalated to the Project Owner.
- 5.3 The service provider will be expected to implement the project as per the proposal and project plan they submitted as part of their bid, SBD7.2 (which will be given to the successful bidder – which is a commitment to deliver), the conception report and the

deliverables in section 4 above, notwithstanding that there will be adjustments agreed on with SASSA Project Manager.

- 5.4 The service provider will submit monthly project performance/progress reports.
- 5.5 The Project Manager will convene and chair monthly meetings of the Project Team at which the service provider will present progress report for discussion.
- 5.6 Upon conclusion of the project the service provider will submit a detailed close-out report detailing outputs listed in section 4 above.

6. DURATION OF THE PROJECT

- 6.1 The duration of the Ethics Management Programme Strategy Project is fifteen (15) months after the signing of a contract.

7. NON-COMPULSORY BRIEFING SESSION

- 7.1 Bidders interested in attending the non-compulsory briefing session shall do so as per SASSA's invitation to bid through a virtual meeting platform.
- 7.2 **BIDDERS INTERESTED** in this non-compulsory briefing session to send their email addresses and contact numbers, at the latest 24 hours prior to the briefing session, to the following email address: ethicsbid24@sassa.gov.za. The meeting invite link for the briefing session will be sent through the email.

8. EVALUATION PROCESS

The evaluation shall be conducted as follows:

8.1 First Stage

8.1.1 **Phase 1:** Administrative Compliance

Phase 1 of the evaluation will cover administrative compliance

EVALUATION CRITERIA
Phase 1: Administrative Compliance
Bidders must submit the following: • SARS Tax Compliance Status PIN • Proof of company registration with Central Supplier Database • Submission of all SBD forms in response to the requirements outlined in the tender document

NB: FAILURE TO COMPLY WITH THE ABOVE MENTIONED REQUIREMENTS MAY RESULT IN YOUR PROPOSAL BEING DISQUALIFIED

8.2 First Stage

8.2.1 **Phase 2:** Functional/Technical Evaluation

EVALUATION CRITERIA LINKED TO NUMERIC VALUES

- Table below will be applied in order to evaluate each bid
- Criteria to be considered in evaluating the bid – 80/20 in terms of the Preferential Procurement Policy Framework Act.

Bidders will be evaluated according to the following values: 1 = poor; 2 = average; 3 = good; 4 = very good; 5 = excellent

Phase 1: Technical/Functional Evaluation. SASSA will conduct due diligence. Failure to furnish the required information and any misrepresentation will result in forfeiting scoring marks as the score of 1 point will be allocated.

No.	CRITERIA	WEIGHT	TOTAL
1	Proven track record, knowledge and experience of the company in successfully completing ethics management strategy development project/s. - 0 project = 1 - 1 project = 2 - 2 projects = 3 - 3 projects = 4 - 4 and above = 5 NB: Prospective bidders must attach signed and contactable references with reference letters of institutions in South Africa, where similar projects as per attached Annexure A, relating to ethics management were successfully completed. SASSA will contact references to verify.	30	30
2	Methodology: Bidders are expected to develop and submit a detailed proposal and a project plan with timelines that demonstrate their ability and competency to implement the		70

	project, demonstrating how they will deliver the items in the scope of work, including tools and techniques to be used in the project implementation process), i.e.: - detailed project plan, including, but not limited to, - phases - milestones - timelines - risk identification - mitigating strategies		
	1.1. Activities during the pre-implementation phase	15	
	1.2. Activities during the project implementation phase (including risk assessment, compliance check, policy evaluation, stakeholder engagement, training and skills transfer)	40	
	1.3. Activities during the project phase-out phase	15	
	TOTAL	100	100

NB: Only bidders who obtain at least 65 points under technical evaluation will be considered for further evaluation.

8.3 Second Stage

8.3.1 *Price and Specific Goals*

8.3.1.1 Points awarded for Price and Specific Goals

Price and Specific Goals	100
Price	80
Specific Goals	20

80 points will be for price and the 20 points will be for specific goals.

8.3.1.2 **Price**

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

8.3.2 Prospective service providers to provide fixed price quotation for the duration of the contract

8.3.3 Cost must be VAT inclusive and quoted in South African Rand.

8.3.4 Costing should be aligned with the project activities/project phases.

8.3.5 Where travelling to the regions (provinces) is deemed necessary, it will be agreed between the successful bidder and SASSA. The successful bidder will be responsible for costs thereof and claim reimbursement during invoicing as per SASSA travel and accommodation rates.

8.3.6 Financial proposal (Specific Goals and Price) should be separate from the technical/functional proposal.

8.3.6.1 Specific Goals

Provision of the Preferential Procurement Policy Framework Act (PPPFA), Act 5 of 2000 and its regulation will apply in terms of awarding points.

Preference points will be awarded to a bidder for attaining the specific goals as per the table below:

Specific Goals	Number of points (80/20)
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 (Non-Compliant)	0
<i>Note: In the event of a bidder claiming more than one specific goal category, SASSA will allocate points based on the specific goal with the highest points.</i>	

NB: Failure to submit the required documents shall be interpreted to mean that preference points for specific goals are not claimed.

9. BID CONDITIONS

- 9.1 SASSA reserves the right to negotiate the price with the preferred Prospective Service Provider.
- 9.2 The letter of acceptance to the successful service provider, together with the original tender documents and the proposal of the successful service provider will form part of the binding contract.
- 9.3 The Agency reserves the right to conduct vetting and preliminary checks of the successful Service Provider. Any misrepresentations may lead to the disqualification of the bidder's proposal termination of the contract.