
The Higher Education Leadership and Management Programme is delivered by Universities South Africa as part of the Department of Higher Education and Training's University Capacity Development Programme.

TERMS OF REFERENCE

HELM'S STUDENT AFFAIRS AND STUDENT SUCCESS (SASS) PROGRAMME

CALL FOR PROPOSALS FOR SASS DELIVERY SUPPORT CONSULTANT TO THE PROGRAMME LEADER

1. PURPOSE

The purpose of these terms of reference is to appoint a consultant to provide delivery support of the Student Affairs and Student Success (SASS) Programme to the Programme Leader.

2. BACKGROUND OF HELM

The focus of this call is the Student Affairs and Student Success (SASS) Programme, a flagship HELM initiative focused on the leadership development of student support practitioners in public universities. The Higher Education Leadership and Management (HELM) programme is a flagship initiative of Universities South Africa (USAf), designed to strengthen leadership, governance, and management capacity in the South African higher education system.

The imperative to enhance leadership and management capacities within the higher education sector remains a priority for the Department of Higher Education and Training (DHET), Universities South Africa (USAf), and the universities. In recent years, there has been an acknowledgement of the challenges faced by emerging managers, from mid to executive positions, both in administrative and academic roles, who are grappling with continuous change and the multifaceted complexities of management and leadership. In response, HELM has developed and implemented bespoke programmes and interventions, ranging from Executive Leadership Programmes (ELP), Foundations of Leadership (FoL) training, to gender equity initiatives such as Women in Leadership (WiL) and Student Affairs and the Student Success (SASS) programme. The activities are implemented in accordance with the approved DHET proposal and follow a three-year cycle.

3. OVERVIEW OF STUDENT AFFAIRS AND STUDENT SUCCESS (SASS) PROGRAMME

3.1. The SASS Programme is a flagship HELM initiative focused on the leadership development of student support practitioners in public universities.

- 3.2. SASS is a short learning programme certified by the University of the Free State (UFS), and comprises:
- 3.2.1. Ten (10) online two-hour sessions, spread over a period of 5-6 months; and
 - 3.2.2. One in-person colloquium at the end of the programme at which the learning groups present their research projects.
- 3.3. As part of the SASS programme delivery, up to 50 participants are recruited each year. Participants undertake a group research project and submit a portfolio at the end of the programme.
- 3.4. SASS is delivered via UFS's Blackboard Learning Management System (LMS). SASS has been delivered to three cohorts (2023 to 2025), and a programme framework, programme content and resources have already been developed.

4. SCOPE OF WORK

The SASS Programme Leader takes overall responsibility for the conceptual direction, content, pedagogical approach and quality of the SASS programme.

The SASS programme delivery support consultant works collaboratively and under the direction of the SASS Programme Leader to:

- 4.1. Enhance the learning support materials and presentations for all sessions.
- 4.2. Ensure that the course and its related materials are uploaded onto the Learning Management System (LMS) and regularly updated, with support from the HELM LMS specialist.
- 4.3. Support the Programme Leader in managing both virtual and in-person learning environments through support for group work and ensuring participation in session activities. This could include scripting sessions, managing the online chat forum during online sessions, supporting online participants during hybrid workshops, and so on.
- 4.4. Support the development of appropriate learning methodologies for the programme.
- 4.5. Support the design and development of tools and reports on training needs, as well as programme monitoring and evaluation, as and when required. Ensure that the data is shared with HELM's administrator for record-keeping.

5. DELIVERABLES

The specific deliverables for the assignment include the following:

- 5.1. **Programme administrative support:** Support the coordination and circulation of programme communication, notices, and documentation to participants and relevant stakeholders to ensure the smooth administration of the SASS Programme.
- 5.2. **Learning Management System (LMS) coordination:** Support the programme leader in ensuring that all programme materials and session resources are uploaded and maintained on the Learning Management System in a timely and organised manner.
- 5.3. **Programme documentation preparation:** Provide support in organising programme documentation, including session slides, participant information packs, and other supporting materials required for the delivery of the programme.

- 5.4. **Quality assurance of session materials:** Review and quality-check all session presentations, readings, and learning resources prior to delivery to ensure alignment with HELM standards and programme objectives.
- 5.5. **Programme data management:** Maintain an accurate and organised repository of programme records, including registers, attendance data, participant lists, peer learning groups records and track overall participant engagement throughout the programme
- 5.6. **Programme reporting support:** Assist the Programme Leader in preparing monthly progress updates and programme reports for submission to the relevant HELM senior management.
- 5.7. **Support for programme events:** Assist in the preparation and coordination of programme events, including the final colloquium, and ensure all relevant documentation and participant information are compiled and maintained.

6. QUALIFICATIONS AND EXPERIENCE

The Consultant should meet the following criteria for appointment:

- 6.1 A minimum of an Honours degree in a relevant field, such as Education or Human Resources Development. A Masters' degree will be an advantage.
- 6.2 At least 2-5 years' experience in delivering and managing training or academic programmes.
- 6.3 At least 2-5 years' experience in instructional design, learning innovation and the use of educational technologies in education.
- 6.4 At least 2-5 years' experience in internal monitoring and evaluation of training or academic programmes.

7. INFORMATION

Additional information, as may be deemed appropriate, must be submitted.

8. ADDING VALUE

It is expected that potential service providers will critique the brief to add value where possible in the proposal to be submitted. Thus, the onus is on the service provider to add value to the brief by leveraging their specialised competencies for the assignment.

9. BUDGET

- 9.1. Universities South Africa has provided for a maximum of **40 work days** for the consultant for this assignment.
- 9.2. Incidental costs such as local travel and accommodation that will be required for the assignment will be arranged and covered separately by Universities South Africa.

10. TIME AND DURATION

- 10.1 The assignment will be completed with the presentation of the deliverables as stipulated in Section 5 above to the Director of HELM by **31 March 2027**.
- 10.2 The assignment will take place over a maximum of 40 work days for the Consultant and be regarded as complete when the Director of HELM approves all planned actions and outcomes.

11. SPECIAL CONDITIONS

- 12.1 No service may be rendered without an official purchase order and a signed contract.

12. CONFIDENTIALITY AND OWNERSHIP OF INTELLECTUAL PROPERTY RIGHTS

- 12.1 The Consultant is required to maintain confidentiality throughout the design and delivery process of this assignment.
- 12.2 The ownership of the intellectual property rights associated with this work will be vested within USAf, for its exclusive use.
- 12.3 The Consultant shall request approval of USAf to use materials and information for research or scholarly purposes on information gleaned during this project. Such approval must be obtained in writing from the Contracting Authority.
- 12.4 The Consultant will sign an agreement with USAf to the effect that:
 - 12.4.1 They will undertake to ensure that the content developed for the programme will not infringe the intellectual property of any third parties and indemnify USAf of any claims made by the third party against USAf in relation to the content developed for the programme; and
 - 12.4.2 HELM's material is protected by copyright and may not be copied, reproduced, distributed, or used in any form without the prior written permission of USAf.

13. REPORTING

The Consultant will direct any enquiries and report to the Director of HELM at USAf and provide regular feedback on the status of the assignment and any assistance required. A final report will be required at the end of the contract period, outlining the work carried out during the course of the contract, challenges encountered, and potential areas for improvement. The report will also confirm the secure storage of all course content in HELM's repositories.

14. SUBMISSION OF PROPOSALS

- 14.1 A costed proposal with deliverables and timelines which correspond with the scope of work must be submitted. Proposals must include:
 - a. A cover page providing the Consultant's name and all contact information. Should a consultancy or company submit a proposal, then the consultancy or company details (including registration details) should be included, as well as copies of relevant company registration documents and B-BBEE certificate.
 - b. Brief CV highlighting all relevant qualifications, experience and skills.
 - c. Copy of ID and highest qualification.

- d. An assignment plan that details an overview of the approach and tasks to be undertaken to support the delivery of the SASS for HELM as outlined in section 6 above.
 - e. At least two written references from clients or from previous employers where the Consultant has undertaken similar work. Universities South Africa reserves the right to verify the authenticity of these references.
 - f. A separate quotation (inclusive of VAT, if applicable) for the services to be provided, as per the scope of work and maximum number of days indicated. A quotation template is included as Annexure A. Quotations must remain valid for a period of 90 days.
 - g. Valid, original tax pin certificate issued by the South African Revenue Service. (Tax validity will be required throughout the contract).
 - h. Additional information, as may be deemed appropriate, must be submitted.
 - i. **The closing date for submission of the proposal is 30 March 2026, at exactly 16:00.**
- 14.2 The proposals for the envisaged assignment should be submitted to Tiisetso Mahlaela via the email address tiisetso@helm.ac.za.
- 14.3 If you have not had a response to your application by 20 April 2026, consider your application unsuccessful.

15 CRITERIA FOR SELECTION OF SERVICE PROVIDERS

- 15.1 The proposal will be evaluated in terms of the requirements of the request and any information which may be deemed necessary.
- 15.2 Functionality points will be evaluated as follows:

Components to be Evaluated	Evidence	Weighting
Knowledge and experience in respect of the scope of work	Methodology, knowledge of the key areas of expertise	30
Experience and skills	CV of the Consultant (as per the key qualifications, skills and experience set in Section 5 above)	30
Deliverables	Deliverables as per the proposal. Ability to render the service as required.	20
References	Client base, reference: up 3 points for each testimonial from a relevant employer or entity for a similar service successfully rendered in the past.	20

- 15.3. Bidders must score a minimum of 70 points to qualify for further evaluation on B-BBEE and price or to be considered as a preferred bidder.

16 COST OF SUBMISSION OF PROPOSAL

Universities South Africa (USAf) is not responsible for any costs incurred by the Consultant in developing the proposal.

17 PAYMENTS

- 17.1 Payment shall be made on rendering of professional satisfactory service and submission of the required invoice and timesheet.
- 17.2 Payment shall be made within 30 days into the Consultant's bank account after the receipt of an acceptable invoice and timesheet. (Banking details MUST be submitted for payment to be effected).
- 17.3 Based on the project deliverables, USAf reserves the right to effect payment according to phases completed satisfactorily.
- 17.4 The service provider shall be responsible for his/her own arrangements about income tax or any other tax obligations, such as may be applicable. The appointed service provider hereby indemnifies the Contracting Authority against any liability that the Contracting Authority may incur as a result of any obligation on the Contracting Authority to pay over any tax on behalf of the service provider as a result of the provisions contained in the agreement to be signed with the appointed service provider. For purposes of the Agreement to be signed with the appointed service provider, the term "tax" will include SITE, PAYE and any other form of tax, including interest and penalties. The Contracting Authority will, where applicable, deduct 25% of all fees paid to the service provider and remit them to the South African Revenue Service.

18 CONTRACTING AUTHORITY AND COMPLIANCE

- 18.1 The proposal must either conform to the minimum requirements as set out in this document, or it must be stated clearly how it deviates from these requirements and why. Proposals that strictly adhere to the specifications are preferred. Offers exceeding the minimum requirements of the specifications are acceptable. Minor deviations may be considered.
- 18.2 The Contracting Authority for the Consultant is USAf. Under this assignment, the Consultant will be accountable to the Director of HELM.
- 18.3 This document will form part of the signed contract between the successful Consultant and USAf once the proposal has been accepted by USAf.
- 18.4 Non-Compliance with Delivery Terms
 - 18.4.1 As soon as it becomes known to USAf that the service provider will not be able to render services within the expected period and/or against the quoted price and/or as specified, USAf must be given immediate written notice to this effect. In instances of non-compliance with certain sections of the contract by the service provider, USAf reserves the right to terminate the agreement.

18.5 Pricing

- 18.5.1 All prices must be in South African Rand value and must be inclusive of VAT. Fees will be payable in South African Rands on satisfactory completion of the assignment.

18.6 Client Base

- 18.6.1 Service providers must have specific experience in the delivery of the required service. They must submit at least recent references or a client base reflecting the entity where a similar service was rendered, the duration, the project value, the date, and whether the project was successful. USAf reserves the right to contact references during the evaluation and adjudication process to obtain confirmation.

18.7 Company Profile, Financial Information and BEE Shareholding

- 18.7.1 The company's profile, together with the BEE certification, is mandatory.

18.8 Registrations

- 18.8.1 Proof of company registration must be submitted in the form of copies of the relevant registration documents. e.g. CC/CK, Pty (Ltd). It is the service provider's responsibility to ensure that their Cipro annual returns are in order and that the registration remains valid throughout the contract tenure.

18.9 Tax Pin Certificate

- 18.9.1 An original and valid tax pin certificate issued by the South African. Revenue Service certifying that the taxes of the service provider are in order must be submitted before the closing date and time. It is the service provider's responsibility to ensure that their SARS annual returns are in order and that the registration remains valid throughout the contract. Failure to do so will invalidate the proposal.

18.10 Enquiries may be directed only in writing to:

Tiisetso Mahlaela

E-mail: tiisetso@helm.ac.za

ANNEXURE A: QUOTATION TEMPLATE

QUOTATION

Name Address Phone: Email:	QUOTE NO: DATE:
To: Universities South Africa (USAf) 1267 Pretorius Street, Hadebfields Office Park, Hatfield 0081 VAT: 4200226415 ATTENTION:	For: Provision of services for delivery support to HELM's SASS Programme Leader

DESCRIPTION	Units	AMOUNT	
TOTAL			

Banking details

Tax Number

Signature