**TERMS OF REFERENCE - ETHICS ASSESSMENT 2026/27**

## 1. INTRODUCTION AND BACKGROUND

1.1. The Eastern Cape Gambling Board (ECGB) is a statutory body established by the Eastern Cape Gambling Act, 1997 (Act No.1 of 2016 (as amended) (the Act).

1.2. The mandate of the ECGB is to regulate and control all gambling activities within the Eastern Cape Province. This includes the issuing and revocation of gambling licenses, exclusion of problem gamblers, and protection of the public against unscrupulous gambling practices and control of illegal gambling activities in the province.

1.3. The Eastern Cape Gambling Board is required to conduct ethics maturity assessment every three years with the last assessment having been conducted in 2023.

1.4. The assessment shall be based on the requirements of the Act, PFMA, King V as regard the assessment, monitoring, and reporting of ethics.

## 2. OBJECTIVE

2.1. The objective of this request is to appoint a service provider that will conduct an ethics assessment of the overall ethical maturity of the ECGB and make recommendations regarding what is necessary to improve or maintain the organisation's ethical status.

2.2. Evaluate the effectiveness of the organisations ethics management framework, policies, and procedures.

2.3. Assess the extent to which ethical leadership is demonstrated by the Board and executive management.

2.4. Determine the level of awareness, understanding, and application of ethical standards.

2.5. Assess the level of effectiveness of mechanisms for identifying, reporting, and resolving unethical conduct.

2.6. Evaluate the organisations ethical culture and accountability.

2.7. Identify ethical risks and vulnerabilities within the organisation and governance structures.

2.8. Assess the effectiveness of whistleblowing mechanisms.

Board Members: V. Vika (Chairperson); Adv. J. Buchner (Deputy Chairperson); W. Busakwe; M. de Beer; Q.N. Mafuya; K. Mayile; B. Msayi; A. Xongwana; R.M. Zwane (Chief Executive Officer)

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2.9. Determine the organisations current level of ethics management maturity.

2.10. Develop practical recommendations and roadmap for strengthening ethical governance.

## 3. KEY DELIVERABLES

3.1. The service provider must conduct a diagnostic assessment that will measure the organisation's ethical status, encompassing its ethical behaviour and practises.

3.2. The assessment must include all employees at all levels within the organisation.

3.3. The service provider will use their own survey method to conduct the assessment. This methodology shall be outlined on the submission of this request together with projected duration of the project.

3.4. A report on the results of assessment must be prepared by the service provider and presented to management and staff.

3.5. The report must include the identified gaps, ethics improvement road map with practical interventions to be implemented, recommendations and findings.

3.6. The assessment must be conducted and completed by 20 November 2026**.**

## 4. BID EVALUATION PROCEDURES

The following are key criteria that will be used in appointing the successful service provider:

4.1. **THRESHOLD:** Bids will be evaluated on **80/20** principle as prescribed in the Preferential Procurement Policy Framework Act Regulations of 2022.

4.2. Bids will be considered and evaluated in a two staged approach.

4.3. During the first stage, bidders will only be evaluated on functionality, and only qualifying service providers who meet the minimum requirements for functionality will be allowed to proceed to the second stage where scoring will be done on 80 points for price and 20 points for specific goals.

4.4. Bidders are required to submit their bids clearly outlining submission for the functionality (stage 1) and for price evaluation (stage 2).

4.5. Only bidders who meet the minimum of **75 points** on functionality during the evaluation of Stage 1 will proceed for scoring in Stage 2.

**STAGE 1: FUNCTIONALITY EVALUATION**

| Functionality Criteria | Evaluation Criteria | Points |
|---|---|---|
| **A. Relevant Experience in Ethics Assessments** | **A.1 Number of ethics assessments, ethics maturity assessments, ethics risk assessments or ethics culture assessments completed in the last 5 years:**<br>• 10 or more projects = 20 points<br>• 7-9 projects = 15 points<br>• 5-6 projects = 10 points<br>• 3-4 projects = 5 points<br>• Less than 3 projects = 0 points<br><br>*Bidders to submit reference letters and project schedules detailing scope and client details.* | **20** |
| **B. Proposed Methodology and Approach** | Assessment of the bidder's proposed methodology, including:<br>• Ethics maturity assessment framework and tools (5 points)<br>• Data collection approach (surveys, interviews, focus groups, document reviews) (5 points)<br>• Ethics culture measurement and benchmarking approach (5 points)<br>• Ethics improvement roadmap and implementation recommendations approach (5 points)<br><br>*Detailed methodology to be submitted.* | **25** |
| **C. Qualifications and Experience of Key Resources** | **Project Lead:**<br>• Master's degree in Ethics, Governance, Risk Management, Industrial Psychology, Business Leadership, Law or equivalent = 5 points<br>• Professional designation (Ethics Officer Certification or equivalent) = 5 points<br><br>**Team Experience:**<br>• 10+ years combined ethics/governance experience = 10 points<br>• 5-9 years combined experience = 5 points<br>• Less than 5 years = 0 points | **20** |

| Functionality Criteria | Evaluation Criteria | Points |
|---|---|---|
| **D. Public Sector Governance Experience** | Demonstrated experience conducting ethics assessments or governance reviews in:<br>• 5 or more public entities/SOEs/provincial departments = 15 points<br>• 3-4 organisations = 10 points<br>• 2 organisations = 5 points<br>• Less than 2 organisations = 0 points | **15** |
| **E. Demonstration of Capacity and Project Plan** | Submission of a project execution plan including:<br>• Detailed project plan with timelines (5 points)<br>• Resource allocation and quality assurance process (5 points)<br>• Proposed reporting framework and presentation methodology (5 points) | **15** |
| **F. Value Added Services** | Additional value-adding services such as:<br>• Ethics benchmarking against public sector best practice<br>• Ethics awareness sessions<br>• Development of ethics improvement toolkit/dashboard<br>• Ethics risk heat maps<br><br>Maximum points allocated based on relevance and practicality. | **5** |
| **TOTAL** | | **100** |

**<u>STAGE TWO</u>: PREFERENTIAL POINTS SYSTEM**

**PREFERENTIAL PROCUREMENT REGULATIONS OF 2022 WILL APPLY**

Price and preference points for specific goals will be calculated as described in the Preferential Procurement Regulation 2022.

Table 2: Points available per criteria in Stage 2

| CRITERIA | POINT SYSTEM |
|---|---|
| Price | 80 |
| Specific goals:<br><br>50% or >50% Black Ownership: 5<br>50% or >50% Black female ownership: 5<br>MSME: 5 | 20 |

**TERMS OF REFERENCE - ETHICS ASSESSMENT 2026/27**

| | | | |
|---|---|---|---|
| Eastern Cape based bidder | 5 | | |
| | 20 | | |
| Total | | | 100 |

## 5. CONFIDENTIALITY AND INDEPENDENCE

5.1. The assessment shall be conducted in accordance with the principles of independence, objectivity, confidentiality, and professional integrity.

5.2. The service provider shall ensure that the information is treated as confidential and that the rights of all the participants are protected.

5.3. Personal information is protected in accordance with applicable data protection legislation .

## 6. REPORTING ARRANGEMENTS

6.1. The service provider shall report administratively to the project coordinator and functionally to the Audit and Risk Committee.

**Contact Details**

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**RECOMMENDED BY:**

Zizo Mqoboli

**Z. MQOBOLI**

**MANAGER LEGAL AND BOARD SECRETARIAT**

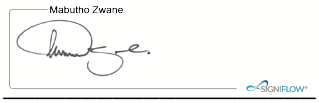
27 October 2026

**DATE**

**CHIEF FINANCIAL OFFICER**

27 October 2026

**APPROVED BY:**




**R.M ZWANE**

**CHIEF EXECUIVE OFFICER**

27 October 2026

**DATE**