



REQUEST FOR PROPOSAL (RFP)

RFP NUMBER	RFQ CO 198/10/2020
DATE ISSUED	14 October 2021 re-advertise
PROJECT NAME	Salary Equity Study
CLOSING DATE AND TIME	19 November 2021 @ 16:30
NAME OF PROPOSER/TENDERER	
CSD SUPPLIER NUMBER (MA NUMBER)	
TELEPHONE NUMBER	
FAX NUMBER	
EMAIL ADDRESS	
PHYSICAL ADDRESS	
B-BBEE STATUS LEVEL OF CONTRIBUTION	
FULL NAME OF BIDDER OR HIS OR HER REPRESENTATIVE	
IDENTITY NUMBER	
POSITION OCCUPIED IN THE COMPANY (DIRECTOR, TRUSTEE, SHAREHOLDER)	
COMPANY REGISTRATION NUMBER	
TAX REFERENCE NUMBER	
VAT REGISTRATION NUMBER	
QUOTE PRICE (INCL VAT)	
SIGNATURE	

Full details of directors / trustees / members / shareholders.

Full Name	Identity Number	Personal Tax Reference Number	State Employee Number Persal Number

1. DECLARATION OF INTEREST (SBD 4)

Any legal person, including persons employed by the state¹, SANSA Board members or persons having a kinship with persons employed by the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid (includes a price quotation, advertised competitive bid, limited bid or proposal). In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons employed by the state, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority where-

- The bidder is employed by the state;
- SANSA Board member; and/or
- the legal person on whose behalf the bidding document is signed, has a relationship with persons/a person who are/is involved in the evaluation and or adjudication of the bid(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarant acts and persons who are involved with the evaluation and or adjudication of the bid

¹“State” means –

- (a) any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No. 1 of 1999);
- (b) any municipality or municipal entity;
- (c) provincial legislature;
- (d) national Assembly or the national Council of provinces; or
- (e) Parliament

Are you or any person connected with the bidder presently employed by the state? If so, furnish the following particulars: Name of person / director / trustee / shareholder/ member:..... Name of state institution at which you or the person connected to the bidder is employed..... Position occupied in the state institution:..... Any other particulars:.....	YES / NO
If you are presently employed by the state, did you obtain the appropriate authority to undertake remunerative work outside employment in the public sector? If yes, did you attach proof of such authority to the bid document? (Note: Failure to submit proof of such authority, where applicable, may result in the disqualification of bid If no, furnish reasons for non-submission of such proof:.....	YES / NO YES / NO
Did you or your spouse, or any of the company's directors / trustees / shareholders / members or their spouses conduct business with the state in the previous twelve months? If so, furnish particulars:.....	YES / NO
Do you, or any person connected with the bidder, have any relationship (family, friend, other) with a person employed by the state and who may be involved with the evaluation and or adjudication of this bid? If so, furnish particulars:.....	YES / NO
Are you, or any person connected with the bidder aware of any relationship (family, friend, other) between any other bidder and any person employed by the state who may be involved with the evaluation and or adjudication of this bid? If so, furnish particulars:.....	YES / NO

Do you or any of the directors / trustees / shareholders / members of the company have any interest in any other related companies whether or not they are bidding for this contract? If so, furnish particulars:.....	YES / NO
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2. Declaration of Bidder's past supply chain management practices (SBD 8)

2.1 This Standard Bidding Document must form part of all bids invited.

2.2 It serves as a declaration to be used by institutions in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse of the supply chain management system

2.3 The bid of any bidder may be disregarded if that bidder, or any of its directors have-

2.3.1 Abused the institution's supply chain management system

2.3.2 Committed fraud or any other improper conduct in relation to such system; or

2.3.3 Failed to perform on any previous contract.

2.4 In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.

Item	Question	Yes	No
2.4.1	Is the bidder or any of its directors listed on the National Treasury's database as companies or persons prohibited from doing business with the public sector? (Companies or persons who are listed on this database were informed in writing of this restriction by the National Treasury after the <i>audi alteram partem</i> rule was applied).	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.4.1.1	If so, furnish particulars:		
2.4.2	Is the bidder or any of its directors listed on the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)? To access this Register enter the National Treasury's website, www.treasury.gov.za, click on the icon "Register for Tender Defaulters" or submit your written request for a hard copy of the Register to facsimile number (012) 3265445.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.4.2.1	If so, furnish particulars:		
2.4.3	Was the bidder or any of its directors convicted by a court of law (including a court outside of the Republic of South Africa) for fraud or corruption during the past five years?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.4.3.1	If so, furnish particulars:		

2.4.4	Was any contract between the bidder and any organ of state terminated during the past five years on account of failure to perform on or comply with the contract?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.4.4.1	If so, furnish particulars:		

3. Certificate of Independent Bid Determination (SBD 9)

- 3.1 This Standard Bidding Document (SBD) must form part of all bids¹ invited.
- 3.2 Section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, prohibits an agreement between, or concerted practice by, firms, or a decision by an association of firms, if it is between parties in a horizontal relationship and if it involves collusive bidding (or bid rigging).² Collusive bidding is a *pe se* prohibition meaning that it cannot be justified under any grounds.
- 3.3 Treasury Regulation 16A9 prescribes that accounting officers and accounting authorities must take all reasonable steps to prevent abuse of the supply chain management system and authorizes accounting officers and accounting authorities to:
- a. disregard the bid of any bidder if that bidder, or any of its directors have abused the institution's supply chain management system and or committed fraud or any other improper conduct in relation to such system.
 - b. cancel a contract awarded to a supplier of goods and services if the supplier committed any corrupt or fraudulent act during the bidding process or the execution of that contract.
- 3.4 This SBD serves as a certificate of declaration that would be used by institutions to ensure that, when bids are considered, reasonable steps are taken to prevent any form of bid-rigging.
- 3.5 In order to give effect to the above, the attached Certificate of Bid Determination (SBD 9) must be completed and submitted with the bid:

¹ Includes price quotations, advertised competitive bids, limited bids and proposals.

² Bid rigging (or collusive bidding) 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.

Certificate of Independent Bid Determination

I, the undersigned, in submitting the accompanying bid:

(Bid Number and Description)

in response to the invitation for the bid made by:

(Name of Institution)

do hereby make the following statements that I certify to be true and complete in every respect:

I certify, on behalf of: _____ that:

(Name of Bidder)

- A. I have read and I understand the contents of this Certificate;
- B. I understand that the accompanying bid will be disqualified if this Certificate is found not to be true and complete in every respect;
- C. I am authorized by the bidder to sign this Certificate, and to submit the accompanying bid, on behalf of the bidder;
- D. Each person whose signature appears on the accompanying bid has been authorized by the bidder to determine the terms of, and to sign the bid, on behalf of the bidder;
- E. For the purposes of this Certificate and the accompanying bid, I understand that the word "competitor" shall include any individual or organization, other than the bidder, whether or not affiliated with the bidder, who:
 - (a) Has been requested to submit a bid in response to this bid invitation;
 - (b) Could potentially submit a bid in response to this bid invitation, based on their qualifications, abilities or experience; and
 - (c) Provides the same goods and services as the bidder and/or is in the same line of business as the bidder
- F. The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However communication between partners in a joint venture or consortium³ will not be construed as collusive bidding.
- G. In particular, without limiting the generality of paragraphs 6 above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:
 - (i) prices;
 - (ii) geographical area where product or service will be rendered (market allocation)
 - (iii) methods, factors or formulas used to calculate prices;
 - (iv) the intention or decision to submit or not to submit, a bid;
 - (v) the submission of a bid which does not meet the specifications and conditions of the bid; or
 - (vi) bidding with the intention not to win the bid.

- H. In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications and conditions or delivery particulars of the products or services to which this bid invitation relates.
- I. The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.

³ Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

- J. I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

4. REQUEST FOR PROPOSAL FOR INTERNAL SALARY EQUITY AND PAY SCALE DESIGN SERVICES

4.1 BACKGROUND TO SANSA

The South African National Space Agency (SANSA) has a mandate, as outlined in the South African National Space Agency Act, 2008 (Act No 36 of 2008), to co-ordinate and integrate national space science and technology programmes and conduct long-term planning and implementation of space-related activities in South Africa, for the benefit of the citizens of South Africa.

4.2 SCOPE OF WORK (TERMS OF REFERENCE)

The purpose of this assignment is to acquire the services of a supplier to provide internal Salary equity and pay scale design services, **excluding job evaluation and grading**, for approximately 220 employees across all programmes of SANSA within a maximum of 12 months. The service provider must assist SANSA to comply with the Employment Equity Act and any amendments thereto, specifically the principle of Equal Pay for work of Equal Value. **SANSA uses Paterson grading system.** The service provide must have experience in conducting Salary Equity Studies for an organisation with a staff complement of at least 50 (headcount.)

NB! Please note that SANSA has divisions located as follows: Head Office and Earth Observation (Pretoria, Gauteng), Space Operations (Hartebeesthoek, Gauteng) and Space Science (Hermanus, Western Cape). It is a compulsory requirement of this bid that service providers must be able to provide services at all 3 locations, and any limitations that may arise due to one of these locations must be clearly stated in the proposal.

5. Specification / Description of Services

5.1 Requirements from the Service Provider include but not limited to:

- To gather the required data to conduct the internal Salary equity exercise including but not limited to i.e. CVs, qualifications, job descriptions, job grading report etc.
- Audit data to ensure correctness.
- Analyse the data and provide report.
- Make recommendations on how to manage the outliers.
- Design the pay progression model.

5.2 Scope of work:

- The analysis will cover **every employee** within **SANSA** and will include detailed analysis as follows:
 - Analysis by grade for the whole organisation
 - Analysis by grade, gender, race and disability; and
 - Analysis by grade and years of service
- Analysis must be conducted for the organisation as a whole, by programme, job family and per department
- Provide a detailed report highlighting main focus areas and potential problem areas, including recommendations on the way forward /solutions
- Analyse and provide recommendations regarding the application of the current SANSA pay scale, pay philosophy and notching guidelines in line with market best practices
- Develop pay progression model to move employees within the pay scale
- Develop the Remuneration Strategy and review the current Remuneration and Rewards policies
- Regular consultation with HR Team and transfer of skills where relevant

6. EVALUATION CRITERIA

SANSA promotes the concept of “best value” in the award of contracts, as opposed to merely looking for the cheapest price, which does not necessarily provide the best value. Best value incorporates the expertise, experience and technical proposal of the organisation and individuals who will be providing the service and the organisational capacity supporting the project team.

SANSA is committed to achieving Government's transformation objectives in terms of the Preferential Procurement Policy Framework Act.

The value of this bid is estimated not to exceed R500 000 (all applicable taxes included) and therefore the **80/20** system shall be applicable.

The procedure for the evaluation of responsive tenders is **price, functionality (quality) and preference** method. The evaluation of the bids will be conducted in the following two stages:

- Firstly, the assessment of quality will be done in terms of the evaluation criteria (Table 1) and the minimum threshold of 80 points explained below. A bid will be disqualified if it fails to meet the minimum threshold for functionality as per the bid invitation
- Thereafter, only the qualifying bids are evaluated in terms of the 80/20 preference points systems, where the 80 points will be used for price and the 20 points will be awarded to a bidder for attaining the B-BBEE status level of contributor in accordance with the Table below

Preference

(ORIGINAL/CERTIFIED B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/SWORN AFFIDAVIT MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE)

Calculation of points for B-BBEE status level contributor

Points will be awarded to a bidder for attaining the B-BBEE status level of contributor in accordance with the Table1 below

Table1: B-BBEE level and points

B-BBEE Status Level of Contributor	Number of points (80/20 system)
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

Eligibility Criteria

To be eligible for the functionality, price and preferencing evaluation, the bidder must submit the following as per table 2 below.

If there is “**No**” on the Table 2 below, the bidder who didn’t submit the required document (s) on the closing date will be disqualified.

Table 2: Eligibility Criteria

Criteria	Attached (Yes/No)	Comments
CSD Registration Summary Report with a compliant tax status on the closing date		
Valid Certificate of membership to South African Rewards Association (SARA)		
A minimum of three (3) Company reference letters attached indicating the years for which they have provided Salary equity study analysis, description of the services, staff complement of the company they provided a service for and contract value, at least one of them must have been on a staff complement of 50 or more people.		

Quality/Functionality:

Scores will be tabulated to 100 points. Respondents must score **80 points** and over to be assessed on their financial offer and preference score.

The allocation of points for the evaluation of quality/functionality is set out in Table3 below:

Table 3: Quality/Functionality Criteria

Criteria	Maximum Points
1. Methodology	30
2. Service provider’s (Company) experience	30
3. Project Team experience	40
Total evaluation points for quality (functionality)	100

Evaluation criteria 1: Methodology

The methodology must respond to the proposed scope of work and outline the approach for the desired outcomes and indicating timelines.

The scoring of the proposed approach will be as follows:

	Methodology
Non Responsive (score 0)	Service provider has not provided methodology
Poor (score 10)	The proposal is poor or is unlikely to satisfy project objectives or requirements. The service provider has misunderstood certain aspects of the scope of work and does not deal with the critical aspects of the scope of work. Project duration more than 12 months as per Gantt charts to complete all project deliverables
Good (score 20)	The proposal is specifically tailored to address all scope of work objectives and requirements; and is sufficiently flexible to accommodate changes that may occur during execution. The work plan fits the methodology well; all important activities are indicated and their sequencing is appropriate and consistent with project objectives and requirements. Project duration more than 9 months but less than 11 months Gantt charts to complete all project deliverables.
Excellent (score 30)	Besides meeting the “good” rating, the important issues are approached in an innovative and efficient way, indicating that the service provider has outstanding knowledge of the deliverables. The proposal details ways to improve the project outcomes and the quality of the outputs. The proposal has included value added services that is relevant to the project. Project duration less than 9 months as per Gantt charts to complete all project deliverables, indicating that the service provider has optimized the use of resources and the work plan permits flexibility to accommodate contingencies and risks.

Evaluation criteria 2: Service provider’s (Company) experience

The bidder must present at least 3 valid contactable references letters (on company letterhead) indicating the years for which they have provided salary equity studies, description of the services, contact person and contact details, staff complement of the company they provided a service for and contract value.

Please note that SANSa will be contacting the references provided to verify the information

NB: Reference letters will be used to evaluate years of experience for this criteria.

The experience of the Service provider (company salary equity study will be evaluated as below.

	Service provider’s (Company) experience
Non Responsive (score 0)	Failure to provide 3 reference letters according to the abovementioned requirements will result in a score of zero in this category/criterion.
Poor (score 10)	Service provider has limited experience as per the reference letters attached (less than 5yrs in salary equity study and have worked on up to a staff complement of at least 50))
Good (score 20)	Service provider has solid experience as per the reference letters attached (Between 5-10yrs in salary equity study and have worked on up to a staff complement of 50)
Excellent (score 30)	Service provider has extensive experience as per the reference letters attached (more than 10yrs in salary equity study and has worked on up to a staff complement of more than 50)

Evaluation criteria 3: Project Team experience

The experience of the proposed project team in similar projects in relation to the scope of work will be evaluated. The experience of the project team will be assessed according to SANSA's requirements. **Service provider must indicate clearly who are the Key Personnel / Project Lead for this project.**

Key personnel to provide a CV/profile and SARA certification..

Project Team Experience	
Non Responsive (score 0)	Service provider has not provided CV's/profiles and/or do not have SARA certification
Poor (score 10)	Key personnel have limited levels of experience (less than 5 years) based on their CV / profile and/or do not have SARA certification
Good (score 30)	Key personnel have extensive levels of experience (between 5-10 years) based on their CV/ profile and have SARA certification
Excellent (score 40)	Key personnel have outstanding levels of experience (more than 10 years) based on their CV / profile and have SARA certification

7. PRICING SCHEDULE

NB! Please note that SANSA has divisions located as follows: Head Office and Earth Observation (Pretoria, Gauteng), Space Operations (Hartebeesthoek, Gauteng) and Space Science (Hermanus, Western Cape). It is a compulsory requirement of this bid that service providers must be able to provide services at all 3 locations, and any limitations that may arise due to one of these locations must be clearly stated in the proposal.

Description	Estimated Consulting Days	Rate per day (Incl VAT)	Total (Incl VAT)
1. Conduct the internal Salary Equity Study exercise			
2. Design the pay progression model			
3. Review and re-design of current Reward and Remuneration policies, systems and strategies and aligned to the updated guidelines			
TOTAL (Incl VAT)			
4. Disbursement			
• Travel costs (Flights, accommodation, etc.)	PTA	Hartebeesthoek	Hermanus
TOTAL (Incl VAT)			

Pricing Instructions

1. The Bidder must price all items;
2. Rates are to include all costs with no unspecified cost to allow for a fair evaluation (including disbursements.)
3. Payment will be made based on the deliverables (proven progress) for the services rendered/goods received.
4. Payment will only be made on the basis of invoices provided.
5. Offer to be valid for 30 days from the bid closing date.

8. SPECIAL CONDITIONS

- a) Quotations to be returned to: Boitumelo Maredi bmaredi@sansa.org.za
- b) The service provider shall commit to provide/submit support where and when required by SANSA.
- c) Contract will not be awarded unless supplier is registered on the Central Supplier Database. A supplier registration summary with a compliance tax status must be submitted with the proposal. Potential suppliers should contact SANSA should they require assistance in registering on the CSD)
- d) This RFP is part of the Supplier Development Programme (SDP). The recommended bidder will be required to sign a SDP agreement for shorter payment periods for EMEs.
- e) The offices of SANSA are situated at the following address:
**The Innovation Hub
 Shop 2 Enterprise Building
 Mark Shuttleworth Street
 Pretoria**

9. TIMELINES

The successful service provider must be in the position to provide the service within 1 week after the purchase order has been issued by SANSA.

10. SUPPORTING DOCUMENTATION AND MINIMUM CRITERIA

In order to demonstrate their capacity and score points with respect to the criteria, tenderers should provide the following supporting documentation.

- a. Original/Certified B-BBEE status level verification certificate/Sworn affidavit must be submitted in order to qualify for preference points for B-BBEE);
- b. 3 References including organisation name, contact person and contact numbers;
- c. Quotation must reflect a cost breakdown, where applicable, prices quoted must be inclusive of VAT
- d. All pages of quotation must be signed by the responsible person
- e. SANSA has the right to withdraw any quotation at any time within the validity of the quotation.
- f. **SANSA reserves the right to invite suppliers/companies to present their bid proposals for final decision**

11. DECLARATION

The undersigned, who warrants that he / she is duly authorized to do so on behalf of the enterprise:

- i) confirms that neither the name of the enterprise or the name of any partner, manager, director or other person, who wholly or partly exercises, or may exercise, control over the enterprise appears on the Register of Tender Defaulters established in terms of the Prevention and Combating of Corrupt Activities Act of 2004;
- ii) confirms that no partner, member, director or other person, who wholly or partly exercises, or may exercise, control over the enterprise appears, has within the last five years been convicted of fraud or corruption;
- iii) confirms that I / we are not associated, linked or involved with any other tendering entities submitting tender offers and have no other relationship with any of the tenderers or those responsible for compiling the scope of work that could cause or be interpreted as a conflict of interest;
- iv) confirms that the contents of this questionnaire/forms (SBD 4, 8 & 9) are within my personal knowledge and are to the best of my belief both true and correct
- v) accept that, in addition to cancellation of a contract, action may be taken against me should the Declaration prove to be false.
- vi) confirms that the bidder has read the General Conditions of Contract (GCC) and agree with the conditions. The GCC can be found on SANSA website

<http://www.treasury.gov.za/divisions/ocpo/sc/GeneralConditions/General%20Conditions%20of%20Contract.pdf>

Signed

Date

Name

Position

*Enterprise
name***Bid Conditions****1. Disqualification**

Please note that if a bid document is not filled in correctly or completely, or complied with the specification, or is delivered/send after the bid closing date and time, or the supplier is not registered on the CSD or supplier has a non-compliant tax status, then unfortunately that bidder will be disqualified. Please return this document with the supporting documents.

2. Bid Document Submission

Emailed tender documents will be accepted. However, the onus is on the tenderer to ensure that complete email documents have been received by the SANSA by the due date and time.

Please note that any alterations to the tender document other than filling in the tenderer's details and tender price will automatically disqualify the tenderer.

END