

BROADBAND INFRACO SOC LTD

REQUEST FOR QUOTATION: APPOINTMENT OF A REMUNERATION SPECIALIST SERVICE PROVIDER TO OFFER INSIGHTS ON ADDRESSING REMUNERATION OUTLIERS.

RFQ NUMBER:	RFQ: 11875
RFQ ISSUE DATE:	29 May 2025
RFQ CLOSING DATE:	05 June 2025 @ 12:00 NOON
RFQ VALIDITY PERIOD:	60 Days (Commencing from the RFQ Closing Date).
A FULL DESCRIPTION OF GOODS/SERVICES REQUIRED:	APPOINTMENT OF A REMUNERATION SPECIALIST SERVICE PROVIDER TO RESOLVE ISSUES RELATED OUTLIERS AS CONTAINED IN THE REMUNERATION POLICY. REVIEW THE REMUNERATION POLICY.
RESPONSES TO THIS RFQ SHOULD BE FORWARDED TO:	Supply Chain Management – Commercial Department Email: Quotations@infraco.co.za
ENQUIRY SHOULD BE FORWARDED TO:	Risben Khoza Email: Risben.Khoza@infraco.co.za

NB: BIDDERS MUST ACKNOWLEDGE RECEIPT OF THIS RFQ ON THE ABOVE CONTACT DETAILS.

Annexure A

BIDDER:

REGISTRATION NUMBER:

ADDRESS:

CONTACT PERSON:

TEL:

FAX:

E-MAIL ADDRESS:

TERMS AND CONDITIONS OF REQUEST FOR QUOTATION (RFQ).

1. Broadband Infraco standard conditions of purchase shall apply.
2. No services must be rendered, or goods delivered before an official Broadband Infraco Purchase Order form has been received.
3. Late and incomplete submissions will not be accepted.
4. Any bidder who has reasons to believe that the RFQ specification is based on a specific brand must inform Broadband Infraco before the RFQ closing date.
5. Where applicable, Work will be carried out in terms of the OHSA and regulations and therefore it is important for the bidders to include OHSA compliance costs (i.e., safety file for the recommended bidder will be approved by Broadband Infraco).
6. Bidder is required to submit copy of Tax Clearance Certificate and verification information (PIN) to be used by Broadband Infraco to validate the copy on the SARS website for all price quotations exceeding the value of R30 000 (VAT included). Failure to submit the copy of valid Tax Clearance Certificate and verification information will result in the invalidation of this RFQ. It is the responsibility of the bidder to ensure that Broadband Infraco is in possession of the bidder's valid Tax Clearance certificate.
7. The onus is on the bidder to ensure that Broadband Infraco receives a valid Tax Certificate as soon as the validity of the said certificate expires.
8. Bidders must attach a valid B-BBEE certificate, correct affidavit or valid exemption letters with the bid. Copies must be certified.
9. Bidders must submit the full CSD report.
10. Bidders are required to complete **PART A** for all price quotations exceeding the value of R30 000 (VAT included).
11. This RFQ will be evaluated in terms of Price and Specific Goals system and points shall be awarded accordingly.
12. All prices must be quoted in South African Rand (ZAR) and the foreign currency amount applicable must be stated. The bidder must indicate clearly which portion of the quoted price is linked to the exchange rate. The cost of installation, delivery, and other charges must be included in the total price quoted.
13. It is within Broadband Infraco's prerogative to award this bid in part/s or whole to one or more than one service provider based on the pricing and other technical consideration within the ambits of the law.
14. Broadband Infraco will only commence payment processes after fulfilment of the conditions contained in the contract and/ or on receipt of an invoice from the service provider and after such has been approved by the client division as representing the services received.
15. Payment of invoices will be effected on the last day of the calendar month following the calendar month of receipt of a correct and original invoice
16. Bidders who submitted information that is fraudulent, factually untrue or inaccurate, for example memberships that do not exist, BEE credentials, experience, etc will be disqualified.

17. Bidders will be disqualified if there are listed on prohibited register of bidders in National Treasury and register of tender’s defaulters.

NB*, Please provide us with a detailed quotation on your company letterhead, indicating all the product specifications and indicate compliance (and any deviations) to the given specification.

DECLARATION BY BIDDER

I, the undersigned (NAME) certify that:

- i. I have read and understood the conditions of this RFQ.
- ii. I have supplied the required information and the information submitted as part of this RFQ is true and correct.

.....	
Signature	Date

.....

Capacity

STANDARD BIDDING DOCUMENT 1 - PART A: INVITATION TO BID

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF BROADBAND INFRACO (SOC) LTD					
BID NUMBER:	RFQ: 11875	CLOSING DATE:	05 June 2025	CLOSING TIME:	12:00 Noon
DESCRIPTION	THE APPOINTMENT OF A REMUNERATION SPECIALIST SERVICE PROVIDER TO OFFER INSIGHTS ON ADDRESSING REMUNERATION OUTLIERS.				

BID RESPONSE DOCUMENTS MUST BE SUBMITTED THROUGH EMAIL. Quotations@infraco.co.za

SUPPLIER INFORMATION					
NAME OF BIDDER					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		
CELLPHONE NUMBER					
FACSIMILE NUMBER	CODE		NUMBER		
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER					
TAX CLEARANCE NUMBER					
		TCS PIN:		OR	CSD No:
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE [TICK APPLICABLE BOX]		☐ Yes ☐ No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT ☐ Yes ☐ No	
IF YES, WHO WAS THE CERTIFICATE ISSUED BY?					
AN ACCOUNTING OFFICER AS CONTEMPLATED IN THE CLOSE CORPORATION ACT (CCA) AND NAME THE APPLICABLE IN THE TICK BOX		☐ AN ACCOUNTING OFFICER AS CONTEMPLATED IN THE CLOSE CORPORATION ACT (CCA)			
		☐ A VERIFICATION AGENCY ACCREDITED BY THE SOUTH AFRICAN ACCREDITATION SYSTEM (SANAS)			
		☐ A REGISTERED AUDITOR			
		NAME:			
[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/SWORN AFFIDAVIT(FOR EMEs& QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]					
ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?		☐ Yes ☐ No [IF YES ENCLOSE PROOF]		ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?	
				☐ Yes ☐ No [IF YES ANSWER PART B:3 BELOW]	
SIGNATURE OF BIDDER				DATE	
CAPACITY UNDER WHICH THIS BID IS SIGNED (Attach proof of authority to sign this bid; e.g. resolution of directors, etc.)					

PART B
TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:	
1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.	
1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED–(NOT TO BE RE-TYPED) OR ONLINE	
1.3. BIDDERS MUST REGISTER ON THE CENTRAL SUPPLIER DATABASE (CSD) TO UPLOAD MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS; AND BANKING INFORMATION FOR VERIFICATION PURPOSES). B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION.	
1.4. WHERE A BIDDER IS NOT REGISTERED ON THE CSD, MANDATORY INFORMATION NAMELY: (BUSINESS REGISTRATION/ DIRECTORSHIP/ MEMBERSHIP/IDENTITY NUMBERS; TAX COMPLIANCE STATUS MAY NOT BE SUBMITTED WITH THE BID DOCUMENTATION. B-BBEE CERTIFICATE OR SWORN AFFIDAVIT FOR B-BBEE MUST BE SUBMITTED TO BIDDING INSTITUTION.	
1.5. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER LEGISLATION OR SPECIAL CONDITIONS OF CONTRACT.	
2. TAX COMPLIANCE REQUIREMENTS	
2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.	
2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VIEW THE TAXPAYER'S PROFILE AND TAX STATUS.	
2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) OR PIN MAY ALSO BE MADE VIA E-FILING. IN ORDER TO USE THIS PROVISION, TAXPAYERS WILL NEED TO REGISTER WITH SARS AS E-FILERS THROUGH THE WEBSITE WWW.SARS.GOV.ZA.	
2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS TOGETHER WITH THE BID.	
2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE PROOF OF TCS / PIN / CSD NUMBER.	
2.6 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER AND PROOF MUST BE PROVIDED.	
3. QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS	
3.1. IS THE BIDDER A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?	☐ YES ☐ NO
3.2. DOES THE BIDDER HAVE A BRANCH IN THE RSA?	☐ YES ☐ NO
3.3. DOES THE BIDDER HAVE A PERMANENT ESTABLISHMENT IN THE RSA?	☐ YES ☐ NO
3.4. DOES THE BIDDER HAVE ANY SOURCE OF INCOME IN THE RSA?	☐ YES ☐ NO
IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN, IT IS NOT A REQUIREMENT TO OBTAIN A TAX COMPLIANCE STATUS / TAX COMPLIANCE SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 ABOVE.	

NB: FAILURE TO PROVIDE ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.

DECLARATION OF INTEREST FOR TENDERS (SBD 4)

1. PURPOSE OF THE FORM

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

2. Bidder's declaration

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest¹ in the enterprise, employed by the state? **YES/NO**

2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

2.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? **YES/NO**

2.2.1 If so, furnish particulars:

.....
.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract? **YES/NO**

2.3.1 If so, furnish particulars:

.....
.....

¹ the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

3 DECLARATION

I, _____ the _____ undersigned, (name)...in submitting the accompanying bid, do hereby make the following statements that I certify to be true and complete in every respect:

- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 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 consortium² will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 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.
- 3.5 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procurement institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.
- 3.6 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.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.
I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....
Signature

.....
Date

.....
Position

.....
Name of bidder

² 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.

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022

This preference form must form part of all tenders invited. It contains general information and serves as a claim form for preference points for specific goals.

NB: BEFORE COMPLETING THIS FORM, TENDERERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE TENDER AND PREFERENTIAL PROCUREMENT REGULATIONS, 2022

1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to invitations to tender:

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
- the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

1.2 **To be completed by the organ of state**

(delete whichever is not applicable for this tender).

a) The applicable preference point system for this tender is the **80/20** preference point system.

b) Either the **80/20 preference point system** will be applicable in this tender. The lowest/ highest acceptable tender will be used to determine the accurate system once tenders are received.

1.3 Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:

- (a) Price; and
- (b) Specific Goals.

1.4 **To be completed by the organ of state:**

The maximum points for this tender are allocated as follows:

	POINTS
PRICE	80
SPECIFIC GOALS	20
Total points for Price and SPECIFIC GOALS	100

1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.

1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

2. DEFINITIONS

- (a) **“tender”** means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) **“price”** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) **“tender for income-generating contracts”** means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) **“the Act”** means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

3.1.1 THE 80/20 PREFERENCE POINT SYSTEMS

A maximum of 80 points is allocated for price on the following basis:

80/20

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

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

3.2. FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME GENERATING PROCUREMENT

3.2.1. POINTS AWARDED FOR PRICE

A maximum of 80 points is allocated for price on the following basis:

80/20

$$Ps = 80 \left(1 + \frac{Pt - Pmax}{Pmax} \right)$$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmax = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

- 4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:
- 4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—
- (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
 - (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,
- then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.

Table 1: Specific goals for the tender and points claimed are indicated per the table below.

(Note to organs of state: Where either the 90/10 or 80/20 preference point system is applicable, corresponding points must also be indicated as such.)

Note to tenderers: The tenderer must indicate how they claim points for each preference point system.)

The specific goals allocated points in terms of this tender	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (80/20 system) (To be completed by the tenderer)
Black Owned Entity	6	
Women Owned Entity	4	
Youth Equity Ownership	4	
People With Disability	3	
Military veterans	3	

DECLARATION WITH REGARD TO COMPANY/FIRM

4.3. Name of company/firm.....

4.4. Company registration number:

4.5. TYPE OF COMPANY/ FIRM

- ☐ Partnership/Joint Venture / Consortium
- ☐ One-person business/sole propriety
- ☐ Close corporation
- ☐ Public Company
- ☐ Personal Liability Company
- ☐ (Pty) Limited
- ☐ Non-Profit Company
- ☐ State Owned Company

[TICK APPLICABLE BOX

4.6. I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
 - (a) disqualify the person from the tendering process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution, if deemed necessary.

.....
SIGNATURE(S) OF TENDERER(S)

SURNAME AND NAME:

DATE:

ADDRESS:

.....

.....

.....

1. SCOPE OF WORK

1.1. Background

- Broadband Infraco SOC Limited (“Broadband Infraco” or in short BBI) a state-owned company (“SOC”) has been given the mandate by the Government of South Africa to support the availability and affordability of broadband access as part of the country’s effort to meet the goals of the National Development Plan, within a financially sustainable manner.
- BBI is particularly intended to support improvements in the market efficiency in the long-distance connectivity segment by increasing available long-distance network infrastructure and capacity to stimulate private sector development and innovation in telecommunications services and content offerings, as well as to support the rollout of long distance national and international connectivity to previously under-served areas.
- The organisation has identified a complication in its remuneration system where certain employees are earning above the designated remuneration scales. This issue has created discrepancies that must be addressed to ensure fairness, equity, and alignment with industry standards, best practices, and legal frameworks. The discrepancy between the employees' salaries and the official remuneration scales could affect internal equity, employee morale, and legal compliance. Therefore, a comprehensive review of the current remuneration structure in relation to the employees deemed to be remuneration outliers and the policy is required to address the issue effectively.

1.2. OBJECTIVES

The primary objective of this engagement is to resolve the issue of employees earning above their designated remuneration scales in a fair and equitable manner. The service provider will assist the organisation in achieving the following objectives:

- 1.2.1. Analyse the current remuneration structure, identify employees who are outliers (earning above the scales), and assess the extent of the issue.
- 1.2.2. Review and update the organisation’s Human Resource Remuneration Policy to align with industry standards, best practices, and legal requirements, while addressing the identified outlier issue.
- 1.2.3. Develop and propose a tailored solution for addressing the outlier problem that is fair, sustainable, and compliant with the relevant labour laws.
- 1.2.4. Work with a task team consisting of HR, trade union representatives, and other stakeholders to ensure that the solution is inclusive, equitable, and legally compliant.

1.3. Scope of work / service

1.3.1. Analysis and Assessment

- (a) Conduct a thorough analysis of the current remuneration structure, including a review of salaries, benefits, allowances, of affected remuneration outlier employees.
- (b) Identify the extent of the outlier problem and assess the impact on the organisation, both in terms of costs and employee morale.
- (c) Provide best practice insights on benchmarks information and on how remuneration outliers are treated and should be treated in the labour market.
- (d) Ensure compliance with relevant labour laws, tax laws and regulations.

1.3.2. Remuneration Policy Review

- (a) Review and assess the current Remuneration Policy entirely, ensuring that it meets legal, industry, HR best practice and standards in so far as outliers are concerned as well as other key aspects of the policy.
- (b) Provide recommendations for policy amendments to address the current challenges while ensuring fairness and consistency in pay practices.
- (c) Ensure that any amendments to the policy align with the organization's strategic goals, values, and employee relations.

1.3.3. Developing Tailored Solutions for Outliers

- (a) Work closely with the task team (HR, trade union, and service provider) to develop a fair and equitable solution for employees who are currently outliers.
- (b) Propose a sustained method for bringing employees earning above the scale back into alignment, which may include but is not limited to salary adjustments, additional benefits, or other compensatory solutions.
- (c) Consider employee morale, union negotiations, and legal compliance in formulating recommendations.
- (d) Consider the company's financial obligations and budgetary requirements.
- (e) Should it be necessary that an agreement is reached with the trade union, ensure that it is captured in a collective agreement to be agreed by management and the union.
- (f) Provide a roadmap for implementing the proposed solutions, including timelines, processes, and potential challenges.

1.3.4. Stakeholder Engagement

- (a) Facilitate meetings and workshops with key stakeholders (HR management, trade union representatives, and other affected parties incl Executive Committee) to discuss findings, gather input, and collaboratively design a solution.
- (b) Provide regular updates to the task team and stakeholders throughout the process.

1.3.5. Reporting and Final Deliverables

- (a) Prepare a draft and final reports documenting the analysis, findings, proposed solutions, and recommendations.
- (b) Update the Human Resource Remuneration Policy to reflect the new approach and solutions.
- (c) Provide a detailed implementation plan that includes timelines, required resources, and budget considerations.

1.4. Deliverables

The service provider is expected to deliver the following:

- 1.4.1. A comprehensive report on the current remuneration structure and an analysis of outliers.
- 1.4.2. Recommendations for policy amendments in line with best practices, legal standards, and the organisation's goals.
- 1.4.3. A tailored solution for addressing the outlier issue, including timelines and an implementation plan.
- 1.4.4. A revised Human Resource Remuneration Policy document incorporating the changes.
- 1.4.5. A final presentation to the task team, summarising the work completed, and the agreed-upon solutions.

2. PRPOPOSAL SUBMISSION: RETURNABLES DOCUMENT

(Standard Bidding Documents) The verification during this phase is to assess the bid responses for purposes of verifying compliance with RFQ requirements, whereby a bidder may be disqualified if they do not fully comply which requirements as stipulated below:

- Submission of fully completed SBD1 (Invitation to Bid),
- Submission of a quotation on the company letterhead,
- Submission of fully completed SBD 4 (Bidder's disclosure),
- Submission of fully completed SBD 6.1
- CSD Report
- Valid Tax Pin or Certificate
- Certified copy of BBBEE
- Submit Datasheet

3. Qualifications, Experience, and Expertise

- Bachelor's degree in human resources management, Industrial Psychology, or Business Administration (Accounting, Finance etc.)
- An Honours degree in Human Resources Management, Industrial Psychology, or Business Administration (Accounting, Finance etc.) will be an advantage.
- Member of the South African Rewards Association (SARA) at least at a level of Reward Specialist.
- Three reference letters indicating the rendering of services in similar matter.
- Expertise in salary structure design, job evaluation, and benefits analysis and dealing with outliers / salary anomalies.
- Familiarity with HR software and payroll systems

4. DURATION, TIME, AND COMMENCEMENT

- The expected duration of the engagement is two months, starting from the signing of the contract.

5. EVALUATION CRITERIA

5.1 Administrative Requirements

Bidders are required to fully complete and sign all the SBD documents. In addition, bidders are required to provide all the supporting documents listed in this phase.

Table 2: Administrative Requirements.

Completion and submission of SBD 1	Comply	Not comply
Bidders must provide completed and signed SBD 1 – "Invitation to Bid".		
Substantiate/Comment		
Completion and submission of SBD 4	Comply	Not comply
Bidders must provide completed and signed SBD 4 – "Declaration of interest".		
Substantiate/Comment		

Completion and submission of SBD 6.1	Comply	Not comply
Bidders must provide completed and signed SBD 6.1 – “Preference Points Claim Form in terms of the preferential procurement regulations 2022”		
Substantiate/Comment <i>(Please indicate if the portion of the contract will be subcontracted and the %)</i>		
National Treasury Central Supplier Database (CSD)	Comply	Not comply
With effect from 1 April 2016, Accounting Officers and Accounting Authorities may not award any bid to a supplier/service provider not registered as a prospective supplier on the National Treasury’s Central Supplier Database. Please attach the full report of the Central Supplier Database (CSD) from the National Treasury to the bid response. Please provide proof of registration with National Treasury.		
Substantiate/Comment		
South African Revenue Services Certificate	Comply	Not comply
Bidder is required to submit an authorization PIN as provided by the tax authority as verification information to be used by Broadband Infraco to validate SARS matters on the website.		
Substantiate/Comment		
B-BBEE Certificate or Sworn Affidavit	Comply	Not comply
Bidder is required to submit the B-BBEE certificate or Sworn Affidavit		
Substantiate/Comment		
Company registration documents	Comply	Not comply
Bidder is required to submit company registration documents		
Substantiate/Comment		

5.2 Functional Evaluation – Phase 2

- Only bidders that have met the administrative requirements will be evaluated Mandatory further on functionality as specified below:

Table 3: Functionality Criteria

Category	Sub-criteria	Points	Total Points
Functionality	A sound technical proposal detailing the interpretation of the TOR.		20 Points
	Relevance to TOR Does the proposal clearly demonstrate an understanding of the objectives and scope outlined in the TOR?	10	
	Depth of analysis (2 points): Does it reflect a thoughtful, contextual interpretation of the tasks and expectations?	5	
	Clarity is the interpretation presented in a clear, logical, and well-organized manner?	5	

Methodology and Approach	Demonstrates comprehension and competence to successfully deliver on the remuneration project.	15	15 Points
Project Plan	Includes key activities, timelines, milestones, and budget.	15	15 Points
Resource Experience	Less than 5 years' experience	0	15 Points
	Equals to or greater than 5 but less than 10 years' relevant work experience	5	
	10 years plus relevant work experience	10	
Company Experience:	Reference letters from clients demonstrating the bidder's proven ability and experience in similar projects, with contactable contact details.		20 Points
	Less than 3 reference letters of experience.	0	
	3 and less than 5 reference letters of experience.	5	
	5 and more reference letters of experience	15	
Qualifications	No Qualification/s	0	15 Points
	Bachelor's degree in Human Resources, Industrial Psychology, Finance, Accounting, Economics etc.	5	
	Member of the South African Rewards Association (SARA) at least at a level of Reward Specialist	10	
Total Points		100 Points	

NB: A minimum threshold for Functional / Technical Evaluation of 70 (Seventy) points is required. Bids that fail to meet this threshold will not be evaluated further.

6. PRICE AND SPECIFIC GOALS

Bidder/s who have met the administrative compliance will be evaluated further on price and specific goals.

6.1 PRICE AND SPECIFIC GOALS

The 80/20 preference point systems will be applied:

A maximum of 80 points is allocated for price on the following basis:

$$P_s = 80 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

Where:

P_s = Points scored for comparative price of bid under consideration

P_t = Comparative price of bid under consideration

P_min = Comparative price of lowest acceptable bid

Table 4: Specific Goals Evaluations

Specific goals	80/20	Acceptable Evidence
Black Owned Entity	6	CIPS documents + BBBEE Certificate/Certified Affidavit + Certified copy or copies of ID documents of the Owners
Woman Owned Equity	4	CIPS documents + BBBEE Certificate/Certified Affidavit + Certified copy or copies of ID documents of the Owners
Youth Equity Ownership	4	CIPS documents + BBBEE Certificate/Certified Affidavit + Certified copy or copies of ID documents of the Owners
People With Disability	3	CIPS documents + BBBEE Certificate/Certified Affidavit + Certified copy or copies of ID documents of the Owners + Medical Letter Confirming Disability
Military Veterans	3	CIPS documents + BBBEE Certificate/Certified Affidavit + Certified copy or copies of ID documents of the Owners + Certified Personal Registration (CPR) Number
Total Points	20	

7. PRICING SCHEDULE**Table 5: Pricing Data**

Item	Item Description	QTY	Unit Rate	Total Price
1	Consultation fee	60 days		
2	Reporting / Reports	1		
3	Transportation fee	1		
4	Disbursement	1		
Price Excl. VAT				
VAT 15%				
Price Incl. VAT				

- The pricing schedule must reflect a detailed cost breakdown and any indirect costs associated with rendering the required service or goods.
- Please indicate delivery lead time.
- The above rates are estimated rates and may vary with the actual rates. Bidders to note that only hours worked will be paid.

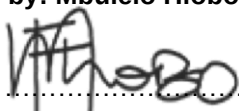
NB: NO HARD COPIES OR PHYSICAL SUBMISSIONS WILL BE ACCEPTED.

Reviewed by: Terence Manzini

Signature:

Date: ..27/05/2025.....

Approved by: Mbulelo Hlobo

Signature:

Date:28/05/2025.....