



REQUEST FOR QUOTATIONS (RFQ)

You are hereby invited to submit Quotation for the requirements of SAFCOL SOC LTD		
RFQ number:	RFQ-HEAD OFFICE-001-2025	
RFQ Issue Date	13 August 2025	
Closing date and Time	26 August 2025 At 12:00PM	
COMPULSORY/ NON COMPULSORY BRIEFING SESSION	None	
Briefing Session Date and Time: (IF APPLICABLE)	None	
RFQ validity period:	60 days (commencing from the RFQ Closing Date)	
RFQ Description:	PROVISION OF SAFCOL SALARY STRUCTURE REVIEW,BENCHMARKING AND PAY SCALES PROJECT	
Technical/Specification queries must be emailed to :		viola@safcol.co.za Please use the RFQ Number on the subject of the email when submitting your query
		013 754 2700 / 063 705 0793
RFQ responses must be emailed to :		RFQCentralNSP@safcol.co.za PLEASE USE THE RFQ NUMBER AND DESCRIPTION ON THE SUBJECT LINE OF THE EMAIL WHEN RESPONDING TO THIS RFQ Submissions not sent to RFQCentralNSP@safcol.co.za will not be considered

NAME OF SERVICE PROVIDER: _____

TOTAL PRICE (INCL VAT): _____

CONDITIONS OF THIS RFQ

- Service providers must complete in full the RFQ document and ensure that quotation is on the **company letterhead**.
- Quotations must be e-mailed to the address provided herein All service providers must submit their B-BBEE Verification Certificates from Verification Agencies accredited by the South African Accreditation System (SANAS) OR an EME/ QSE sworn affidavit **signed by the EME representative and attested by a Commissioner of Oaths**
- Late and incomplete submissions will not be accepted.
- Any bidder who has reasons to believe that the RFQ specification is based on a specific brand must inform SAFCOL before RFQ closing date.
- All SBD documents must be always signed and sent back with the quotation
- Service Providers bidding as a Joint Venture - Consolidated BEE certificate in cases of Joint Venture

SPECIAL CONDITIONS OF THIS RFQ

- Accepted RFQ's will be communicated by way of an official purchase order or a promisory note signed by a duly authorised official . Accordingly no goods; services or works must be prepared or delivered before an official purchase order or a promisory note is received by the respondent, .
- All prices quoted must be firm and be inclusive of Value Added Tax(VAT), where applicable
- The lowest or any offer will not necessarily be accepted and SAFCOL reserves the right to accept any offer either in full or in part.
- The offer shall remain binding and open for acceptance by SAFCOL during the validity period indicated and calculated from the closing time and date of this RFQ.
- SAFCOL reserves the right not to make an appointment for this RFQ.

PROTECTION OF PERSONAL INFORMATION

- In responding to this RFQ , SAFCOL acknowledges that it may obtain and have access to personal data of the respondents. SAFCOL agrees that is shall only process the information disclosed by bidders in their response to this RFQ for the purpose of evaluating and subsequent award of business and in accordance with any applicable law.
- Furthermore, SAFCOL will not otherwise modify, amend or alter any personal data submitted by Respondents or disclose or permit the disclosure of any personal data to any Third Party without the prior written consent from the Respondents. Similarly, SAFCOL requires Respondents to process any process any personal information disclosed by SAFCOL in the bidding process in the same manner

REASONS FOR DISQUALIFICATION

Service providers will be disqualified for the following:

1. Non compliance tax status at the time of award, verification of tax compliance status will be verified with Central Supplier Database(CSD) or through SARS's e-Filing. Service providers will be given 7 working days to rectify their tax compliance status with SARS. If the tax status is still non-compliant after 7 working days, the service provider will be disqualified from further evaluation.
2. Submitted information that is fraudulent; factually untrue or inaccurate for example membership that do not exist; B-BBEE credentials; experience etc.
3. Service providers who made false declarations on the Standard Bidding Documents or misrepresented facts and or;
4. Service providers who are listed on the National Treasury's Database of restricted suppliers and defaulters
5. Failure to quote in line with the specification

I hereby accept the above-mentioned conditions

This RFQ is subject to the SAFCOL general conditions of the RFQ, and SAFCOL's general conditions of purchase , if applicable, any other special conditions of contract (SCC).

NAME OF BIDDER_(COMPANY_NAME)..... SIGNATURE.....

CAPACITY..... DATE.....

TERMS OF REFERENCE: PROVISION OF SAFCOL SALARY REVIEW, BENCHMARKING AND PAY SCALES PROJECT

1. PURPOSE

To provide terms of reference for the appointment of a service provider to conduct a full overall SAFCOL GCEO, CFO as well as GCEO's direct reports Salary structure review, Benchmarking, and provide associated recommended Pay Scales in line with National industry benchmark and in line with the scope of work detailed herein under.

2. OVERVIEW OF SAFCOL

The South African Forestry Company (SOC) Limited (SAFCOL) is the largest state-owned Forestry Company in Africa and falls within the portfolio of the Department of Forestry, Fisheries & the Environment (DFFE). The company is primarily involved in the forestry industry with operations in Limpopo, Mpumalanga, and KwaZulu-Natal, as well as in the Manica and Sofala Provinces of Mozambique. The company conducts a forestry business, which includes timber harvesting, timber processing and related activities both domestically and internationally. The Company is required to show an effective return to the shareholder, whilst contributing to Socio-economic development, mainly in rural areas.

SAFCOL's role in the Forestry Sector is to be a:

- Catalyst for rural economic development;
- Driver of transformation and the inclusion of historically disadvantaged communities and individuals in the forester sector;
- Partner and supplier of choice to the downstream sector stakeholders; and
- Leader in research and development contributing to sustainable forestry.

3. BACKGROUND

SAFCOL continuously strives for the attraction, motivation, and retention of highly qualified C-Suite and Executive talent in order to drive the achievement of the Company's strategic goals, objectives and performance targets aligned to the Shareholder's Compact. In addition, SAFCOL is striving to have fair, consistent, transparent, and equitable remuneration for all its

employees. In this respect, and in line with the current SAFCOL Reward and Remuneration Policy, the Company operates a two-phased remuneration structure model:

- a. The Basic salary plus benefits model, for the production employees
- b. The TGP (Total Guaranteed Package) plus benefits model, for administration and management employees, including C-Suite as well as Executives

Accordingly, and in order for SAFCOL to ensure that its salary structures and benefits are competitive to the national job market, other SOC's and the broader Forestry industry the Company, as mandated by the Shareholder and the Board, would like to conduct a comprehensive and full overall SAFCOL GCEO, CFO as well as GCEO's direct reports salary structure review, benchmarking, and provide associated recommended pay scales and report for Shareholder/Board review and approval. Furthermore, the report should outline the full salary structure review process, comparator considerations, benchmarking as well as recommendation for pay scales for the aforementioned employee categories.

The appointed service provider will be required to table the comprehensive report and associated considerations to the relevant internal structures, including Executive Management/HR&REMCO/Board/Shareholder and will be required to engage the aforesaid structures through, meetings and presentations.

4. SCOPE OF WORK

SAFCOL seeks to engage the services of a reputable qualified individual or firm with extensive expertise in labour market analyses, remuneration, salary structures and modelling as well as benefits analysis to undertake a full overall salary survey and benchmarking exercise for SAFCOL line with the following scope:

- a. Conduct an overall salary structure review, benchmarking to determine SAFCOL's position in the national market and associated salary scales for GCEO, CFO and GCEO direct reports
- b. Propose the most suitable market against which SAFCOL will be benchmarked and outline the reasons for the competitor companies
- c. Propose appropriate salary structure and pay scales for GCEO and CFO
- d. Propose appropriate salary structure and pay scales for GCEO direct reports
- e. Conduct a comparative analysis exercise to determine SAFCOL's compensation structure and position in the job market versus:

- I. Other SOC's
- II. The Private Sector/SA National Market (Similar Size, Number of Employees, Levels of Complexity, Revenue)
- III. The broader Forestry Industry
- IV. South African National Market

4.1 The Main Objectives are:

- a. To ensure that SAFCOL remuneration, pay structures and scales for GCEO and CFO are aligned to the overall national industry benchmark and associated comparator companies
- b. To ensure that SAFCOL remuneration, pay structures and scales for GCEO direct reports are aligned to overall national industry benchmark and associated comparator companies as well as alignment to GCEO and CFO pay packages
- c. Ensure that SAFCOL remuneration, compensation, structure and packages for the GCEO and CFO supports talent attraction and retention at this highest level for the organisation
- d. SAFCOL salary and compensation structure that responds to internal and external market needs, remuneration levels and competitiveness in order to enable the organisation to attract suitably qualified skilled and competent Executives

5. ANTICIPATED DURATION OF THE PROCESS

The successful service provider will be required to complete its work and provide a comprehensive report by close of business, 15 August 2025.

6. CONFIDENTIALITY

All information collected shall be treated with the highest level of confidentiality, this applies to the information acquired before, during and after completion of the contracted period, in compliance with Act No. 4 of 2013, Protection of Personal Information Act.

1

RETURNABLE DOCUMENTS

- ### **TURNABLE DOCUMENTS**
- Fully completed and signed RFQ
 - Official Quotation on the company letter head
 - Latest Tax Clearance
 - Latest BBBEE certificate- SANAS Accredited or sworn affidavit for EME/QSE
 - CSD Report or (MAAA number)
 - ID copies of company directors

above.

Name (print)

Signature

Capacity

Date _____

Evaluation Criteria

Quotations will be evaluated in accordance with SAFCOL Supply Chain Management Policy and Preferential Procurement Policy Framework Regulations of 2022; the bid evaluation process shall be carried out in the following phases namely:

Phase 1: Administrative Compliance Evaluation

Phase 2: Price and Specific Goals Evaluation

Phase 1: Administrative Compliance requirements

1. Completion in full of the Request for Proposal document
2. Completion of all SBD Forms(Declaration Forms)
3. Proof that tax matters with SARS are in order(SARS Pin Number/ Tax Clearance Certificate)
4. Proof of company registration documents(e.g Pty;Trust; CC etc)
5. Original or copy of B-BBEE Level of contribution Certificate or Sworn Affidavit signed by the deponent and the Commissioner of Oath (Failure to attach certificate will lead to non-allocation of points)
6. Registration with National Treasury Central Supplier Database (CSD), if not registered on CSD, successful bidder must register within 7 working days of award
7. ID copies of company directors

Phase 2: Price and Specific Goals Evaluation

Only bids that meet the requirement will be evaluated further in terms of price and specific goals evaluation, as follows:

CRITERIA	POINTS
Price	80
Specific Goals	20
TOTAL	100 points

SPECIFIC GOALS FOR THIS RFQ AND POINTS THAT MAY BE CLAIMED ARE INDICATED AS PER TABLE BELOW:

Criteria	Points
(80/20 system)	
Atlesat 51% and above Youth Owned entities	5
Atlesat 30% and above Black Women Owned entities	5
Atlesat 51% and above Black Owned entities	5
Atlesat 51% and above People living with disabilities	5
Total Points	20

DOCUMENTS REQUIREMENT FOR VERIFICATION OF POINTS ALLOCATION: -

No.	Procurement Requirement	Required Proof Documents
2.1	51% and above Black Owned entities	• CIPC registration documents • B-BBEE certificate/sworn affidavit • South African Identification Document
2.2	30% and above Black Women Owned	• CIPC registration documents • B-BBEE certificate/sworn affidavit • South African Identification Document
2.3	Atleast 51% Owned By People With Disabilities	• Letter from the Doctor confirming Disability • South African Identification Document
2.4	Atleast 51% Black Youth Owned	• CIPC registration documents • B-BBEE certificate/sworn affidavit • South African Identification Document
2.5	Implementation of RDP goals (Locality) Points	• Proof of residence in a form of a Municipal Bill or letter from recognized council confirming business address of the bidder • South African Identification Document

SAFCOL SUPPLIER CODE OF CONDUCT

Click on the following link to access the SAFCOL Supplier Code of Conduct and confirm as indicated below:

<chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.safcol.co.za/wp-content/uploads/2023/12/SCM-DOC-001-SUPPLIER-CODE-OF-CONDUCT.pdf>

I confirm that I have read and understood SAFCOL supplier code conduct and that I will adhere to all the conditions contained therein.

NAME OF BIDDER_(COMPANY_NAME)..... SIGNATURE.....

CAPACITY..... DATE.....

BIDDER'S DISCLOSURE

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.

2.2

Full Name	Identity Number	Name of State institution

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.

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:

.....
.....

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.

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.

- 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 procuring 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

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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

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

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) 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

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

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

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

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 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 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 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 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 the 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)
Atlesat 51% and above Youth Owned entities	5	
Atlesat 30% and above Black Women Owned entities	5	
Atlesat 51% and above Black Owned entities	5	
Atlesat 51% and above People living with disabilities	5	

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:	
	
	
	

