



THE NATIONAL CREDIT REGULATOR

OCTOBER 2013

PROVISION OF REMUNERATION CONSULTING SERVICES

RFP NUMBER: NCR 207/10/13

DUE DATE: 29 NOVEMBER 2013

GENERAL TERMS OF CONDITIONS

1. General Information for Bidders

The National Credit Regulator (NCR) was established in terms of section 12(1) of the National Credit Act, Act 34 of 2005 and came into being on 01 June 2006.

The NCR will determine which bidding organisation ("bid participant"), if any, is appointed in response to this request for submission for the provision of remuneration consulting services.

1.1 General Terms

This tender is issued in terms of the Public Finance Management Act 1 of 1999 (PFMA), the Preferential Procurement Policy Framework Act 5 of 2000 (PPPFA), the Preferential Procurement Regulations, 2001 (PPR), Supply Chain Management Regulations issued by the National Treasury and BBBEE Act.

Parties that wish to submit proposals are required to indicate that they are willing to accept the General Conditions and Procedures of the NCR (see Section 1.5 below and Annexure B.1). Please read this document carefully prior to submitting your proposal.

1.2 The Proposal Format

- **Economy of proposal preparation**

The proposal should be prepared simply and economically, providing a straightforward and concise description of the bid participant's ability to meet the requirements of the proposal request.

Clear factual responses are required. The content of the proposals shall determine the merit of each participant, not brochures or other marketing material. To facilitate the review of proposals, participants are required to organise their responses according to the format presented below. Should a participant wish to provide additional information, that information should be referred to and provided in a file of annexures.

- **Validity of proposals**

The proposals must include a statement as to the period for which the proposal remains valid. The proposal must be valid for at least ninety (90) days from the due date for the submission of all bids. Refer to the quarters in the terms of reference (TOR).

- **Number of proposals**

Each bid participant must provide **Four (4)** hard copies and **One (1)** CD of their entire proposal, including all the documentation referred to in 1.5 below, in the format specified in that section. All submitted proposals will become the property of the NCR, and will not be returned. Receipt of all proposals will be recorded in a register at the point of receipt. One copy of the proposal must be signed and dated in black ink by the bidder or authorized representative of the bidder and initialled on each page.

1.3 Submission of proposals

1.3.1 Proposals must reach the offices of the NCR before 11:00 on 29 November 2013, and must be enclosed in a sealed envelope which must have clearly inscribed on the outside:

(a) RFP No: NCR207/10/13

**(b) TERMS OF REFERENCE FOR THE PROVISION OF REMUNERATION
CONSULTING SERVICES**

(c) CLOSING DATE: 11H00, 29 NOVEMBER 2013

1.3.2 Proposals are to be submitted in the marked tender box, in the reception area, National Credit Regulator, 127-15th Road, Randjiespark, Halfway House, Midrand. The tender box will **only** be available for the depositing of proposals between 08h00 and 16h30 on weekdays (excluding public holidays).

1.3.3 Please note that this RFP closes punctually at 11h00 on 29th November 2013. No late submissions will be considered under any circumstances.

1.3.4 All the documentation referred to in Section 1.5 below must be submitted. Failure to submit all the documentation referred to in this section may result in a submission being discarded, and not considered for evaluation.

1.3.5 If responses are not delivered as stipulated in this Section 1.3, such responses will be considered “**late**”, and will not be considered for evaluation.

1.3.6 The NCR shall not disclose any details pertaining to the responses received, to any other participant, as this is regarded as confidential information.

- 1.3.7 Envelopes must not contain documents relating to any RFP other than the one referred to in this RFP.
- 1.3.8 The responses to the RFP will be opened as soon as is practical after the expiry of the time advertised for receiving them.
- 1.3.9 Only the participants that are short-listed after the evaluation process will be informed of the results of the submission adjudication process.
- 1.3.10 After the evaluation process is completed, the Evaluation Committee may, prior to making a final selection, draw up a shortlist of participants and require them to make a detailed presentation to the Adjudication Committee. A minimum of 2 days' notice will be given to relevant participants in advance of the presentation date.

1.4 Timetable

Date & time	Activity
01.11.2013	Issue Tender document
29.11.2013	Closing date
02.12.2013	Tender evaluations – Minimum criteria
03.12.2013	Evaluations by the Procurement
05.12.2013	Consolidation & verification of scores
10.12.2013	Presentations by shortlisted bidders
11.12.2013	Consolidation & verification of scores
18.12.2013	Adjudication committee
20.12.2013	Appointment of a supplier

The National Credit Regulator reserves the right to determine the structure of the process, the right to determine the number of short-listed participants, the right to withdraw from the proposal process, and the right to change this timetable at any time without notice.

1.5 Documentation to be submitted

Please Note

All of the documentation described below must be submitted, with no omissions whatsoever. Where a particular form or format of documentation is stipulated, this is the **only** form or format in which these documents must be submitted. Failure to adhere to these requirements may result in the rejection of the entire submission.

All of the documentation referred to below (in Parts One – Ten) must be submitted. For ease of reference and to facilitate the evaluation process, you are requested to clearly mark each part of the submitted documentation as it is referred to below.

Part One – Proposal drafted in response to Terms of Reference

Section 2 of this document below, contains the terms of reference (TOR) for the above mentioned tender. Bid participants are required to draft a proposal that will clearly indicate to the Evaluation Committee how they will fulfil the requirements as set out in the TOR.

Bid participants should include the following information when drafting their proposals:

- Proposals should make clear the relevant skills, experience and capacity of the participant, in respect of this particular TOR. This is an important evaluation criterion. Bid participants should ensure that their proposals focus on how they will address the requirements of this TOR, rather than on achievements.
- Proposals must contain the details of the proposed approach to be adopted in order to deliver the service in accordance with the TOR.
- Proposals should clearly indicate whether or not bid participants have the internal capacity to meet the requirements of the TOR.

Part Two – Pricing Proposal

Please see Annexure A – SBD 3.1 (Pricing Schedule – Firm Prices). **DO NOT RETYPE THESE FORMS**. They must be completed on the original and signed, all in black ink. Forms with photocopies and/or other reproductions of signatures may be rejected. Additional information may be added on a separate page if necessary.

The total price that the participant will charge to deliver services in accordance with the TOR must be clearly indicated. The pricing proposal should contain sufficient information to allow the Evaluation Committee to estimate the cost of the service, to a high degree of accuracy.

Please note that a financial proposal must be submitted in a sealed envelope together with your submission. The financial Proposal will be opened once all technical proposals have been evaluated. This appointment will be made in line with QBS.

All prices provided must be inclusive of Value-Added Tax (VAT).

Please note that the prices contained in the pricing proposal are the only charges that may be levied if the participant's proposal is successful, unless explicitly agreed to in writing by the National Credit Regulator, and in terms of the General Conditions of Contract.

Part Three – General Conditions and Procedures of the NCR

See Annexure B. Bid participants must indicate clearly that they have read this document, and have no objections to being bound by its contents. Where any provisions of the General Conditions and Procedures conflict with this General Information for Bidders and/or Terms of Reference, the latter will take precedence over the General Conditions of Contract.

Part Four – Contract Form: Rendering of Services

See Annexure C - This will only be completed by the successful bidder once a selection has been made by NCR. Participants do not, therefore, need to complete this form at the bidding stage but their proposals must clearly indicate that they have read this form, and have no objections to signing it as is, if selected as the successful participant.

Part Five – Tax Clearance Certificate

See Annexure D - Please complete form SBD 2. **DO NOT RETYPE THESE FORMS.** They must be completed on the original and signed, all in black ink. Failure to submit a valid, original tax clearance certificate issued by SARS will result in a proposal being rejected.

Please note that the Tax Clearance Certificate submitted must be valid for at least one month after the closing date of the tender.

Part Six – Preference Points Claim Form

See Annexure E – form SBD 6.1. Bid participants must complete Sections 8 and 9 in full. **DO NOT RETYPE THESE FORMS.** They must be completed on the original and signed, all in black ink. Forms with photocopies and/or other reproductions of signatures may be rejected.

Part Seven – Declaration of Interest

See Annexure F – form SBD 4. **DO NOT RETYPE THESE FORMS.** They must be completed on the original and signed, all in black ink. Forms with photocopies and/or other reproductions of signatures may be rejected.

Part Eight – Declaration of past Supply Chain Management Practices

See Annexure G – form **SBD 8. DO NOT RETYPE THESE FORMS.** They must be completed on the original and signed, all in black ink. Forms with photocopies and/or other reproductions of signatures may be rejected.

Part Nine – Non-Disclosure Agreement

See Annexure H – Non-Disclosure Agreement. Participants must indicate clearly that they have read this agreement, and have no objections to signing it, as is.

Part Ten—Certificate of Independent Bid Determination

See Annexure I – Certificate of Independent Bid Determination Participants. They must be completed on the original and signed, all in black ink. Forms with photocopies and/or other reproductions of signatures may be rejected.

Please note that a BBEE certificate must also be attached to the bid documents. None submission will result in zero scoring in this competitive bidding process

1.6 Evaluation Criteria

Proposals will be evaluated on the 80/20 preference points scoring system: that is, 80% of the points awarded will be based on price, as indicated in the table below; and 20% of the points awarded will be based on B-BBEE codes system, allocated as indicated in the table below.

B-BBEE status level of contributor	Number of points	Price
1	20	80
2	18	
3	16	
4	10	
5	8	
6	6	
7	4	
8	2	
Non-compliant contributor	0	
Total maximum points	20	80

Price points will be allocated as detailed in SBD 3.1. – Annexure A.

Functionality will be evaluated in terms of section 6

Description

- Proposals should make clear the relevant **skills, experience and capacity** of the participant, in respect of this particular TOR
- Proposals must contain the details of the **proposed approach** to be adopted in order to deliver the service in accordance with the TOR
- Proposals should clearly indicate whether or not bid participants have the **internal capacity** to meet the requirements of the TOR

1.7 Conflict of interest

Service providers are required to provide services that are professional, objective and impartial. Service providers must ensure that there is no conflict of interest between existing assignments, obligations and responsibilities to other clients and the services set out in the TOR. In the event of any uncertainty in this regard, full disclosure in the submitted proposal should be considered. Non-disclosure of a conflict of interest may be grounds for termination of any contract.

1.8 Confidentiality agreement

The successful service provider may have access to confidential data or information. The appointment of a successful bidder is subject to that bidder agreeing to the contents of, and signing, the NCR's standard Non-Disclosure Agreement.

1.9 Contact details

This no-contact policy does not apply to any information deemed to be in the public domain, or which is readily available from organs of State, which are repositories of such information.

All communications and enquiries/requests for clarification relating to this proposal should be directed to procurement@ncr.org.za

APPOINTMENT OF SERVICE PROVIDER FOR THE PROVISION OF REMUNERATION CONSULTING SERVICES

2. Background

The overall objective of the Remuneration Consulting services is to provide direction and support in the formulation and management of the NCR's compensation structure with a view to ensuring internal consistency and competitiveness when viewed against industry benchmarks.

2.1 The service provider will be responsible for the following deliverables

1. Conduct an analysis of the NCR's remuneration policy and philosophy and provide guidance and recommendations regarding pay and benefit structure to ensure internal equity and external competitiveness.
2. Advise the NCR generally on aspects of executive and general staff remuneration.
3. Conduct ongoing Job profiling and evaluation for new and existing positions. This will also be done in line with the new ICT systems renewal project of the NCR.
4. Propose and conduct industry specific remuneration surveys as well as bespoke surveys to inform the NCR on the percentages and projections of salary increases, market trends, and short term incentive schemes to ensure internal equity and external competitiveness. The method in which to perform this analysis is to be determined by the consultant.
5. Ensuring continuous review of the NCR's salary scales against the market by grade and by job.

2.2 Methodology and Schedule

The period of the consultancy services shall be an initial two (2) years which may be extended or shortened based on review of performance and the expectations of the NCR being met, and will be in the following four phases:

- Diagnosis
- Strategy Design & Consensus building

- Reporting
- Implementation

a. Diagnosis

- Conduct a desktop audit of the current remuneration policy and ensure that key issues that need to be adhered to are up to standard.
- Conduct an analysis of the current job descriptions with a view of ensuring alignment with current job content.
- Conduct an assessment of the impact that technological changes will have on affected jobs and advise the NCR accordingly.

b. Strategy Design & Consensus Building

- Development of proposals for the various aspects of the project as well as establishing timelines. These will be informed by the input gathered in the diagnosis phase.
- Consultation on draft proposals, including presentations to management and the Remuneration Committee.

c. Reporting

- The Consultant shall report regularly to the HR Manager/HR Committee during the exercise, and at the end of each stage.

d. Implementation

- Implementation of the recommended proposal and ensuring continuous improvement as and where needed.

2.3 Functionality evaluation criteria

Criteria	Weights
Experience and reputation <ul style="list-style-type: none">Proposals should make clear the relevant skills, experience and capacity of the participant, in respect of this particular TOR	40
<ul style="list-style-type: none">Proposals must contain the details of the proposed approach to be adopted in order to deliver the service in accordance with the TOR	40
<ul style="list-style-type: none">Proposals should clearly indicate whether or not bid participants have the internal capacity to meet the requirements of the TOR.	20

Bidders are required to score a minimum of 65% points on functionality to qualify to be evaluated in the next level (BBBEE and price). Bidders who do not score the minimum of 65% points on functionality will be disqualified and not be evaluated on price and BBBEE.

2.4 Additional information

- Brief company profile, as relevant to the above mentioned terms of reference;
- Experience in the relevant areas;
- Clientele;
- A proposal including methodology;
- Certification of all team members, highlighting experience relevant to this exercise. Confirmation that the proposed team members will in fact be available to undertake this exercise at the appropriate time and meet the necessary deadlines;
- The proposal should contain a work plan, showing tasks, timelines etc;
- Contact details of at least two references from amongst recent clients with whom similar work has been conducted in the past 6 Months;
- Certificate of incorporation / legal status; and
- Financial proposal.