National Credit Regulator
Advocating For Inclusive Credit

THE NATIONAL CREDIT REGULATOR

OCTOBER 2026

RFP NUMBER: NCR1048.10.2026

TERMS OF REFERENCE FOR THE APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT MODERATION OF RESULT AND OUTCOMES OF OD PROJECT AND REVIEW EXECUTIVE STRUCTURE AT THE NATIONAL CREDIT REGULATOR.

DUE DATE: 30 OCTOBER 2026 AT 11H00 SHARP CAT

EMAIL YOUR SUBMISSION TO: TMaseko@ncr.org.za
COPY: procurement@ncr.org.za

127 - 15th Road, Randjespark, Midrand | PO Box 209 Halfway House,1685 | Tel (+27) 011 554 2600 | www.ncr.org.za
Toll share: 0860 627 627 / 0860 NCR NCR

PART A- GENERAL TERMS OF CONDITIONS (SCM)

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 1 June 2006.

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, 2001/2022 (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 (Annexure B and B.1 that can be downloaded from NCR website - https://www.ncr.org.za/index.php/procument/tender-standard-bidding-documents/general-terms-conditions). **Please read this document carefully and confirm your agreement to the terms prior to submitting your proposal.**

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 annexure.

3. **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.

4. Submission of proposals

4.1. Proposals must reach Tmaseko@ncr.org.za , procurement@ncr.org.za before 11:00AM on 30 OCTOBER 2026.

a) RFQ No: NCR1048.10.2026

THE APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT MODERATION OF RESULT AND OUTCOMES OF OD PROJECT AND REVIEW EXECUTIVE STRUCTURE AT THE NATIONAL CREDIT REGULATOR.

CLOSING DATE: 30 OCTOBER 2026 AT 11H00 AM,

4.2. Proposals are to be submitted to Tmaseko@ncr.org.za , procurement@ncr.org.za

4.3. Please note that this RFQ closes punctually at 11h00 on 30 October 2026. No late submissions will be considered under any circumstances.

4.4. **All** the documentation referred to in Section 7 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.

4.5. If responses are not delivered as stipulated in this Section 5.1, such responses will be considered **"late"**, and will not be considered for evaluation.

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

4.7. Envelopes must not contain documents relating to any RFP other than the one referred to in this RFP.

4.8. The responses to the RFP will be opened as soon as is practical after the expiry of the time advertised for receiving them.

4.9. Only the participants that are short-listed after the evaluation process will be informed of the results of the submission adjudication process.

4.10. 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.

5. Timetable

Date & time	Activity
23/10/2026	Issue RFQ document
30/10/2026	Closing date
02/11/2026	Evaluations by the Evaluation Committee
11/12/2026	Appointment

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.

6. Documentation to be submitted.

Document that must be Submitted	Guideline		Consequence of Non-submission
Invitation to Bid – SBD 1	Yes	Complete and sign the supplied pro forma document	Disqualification from process
Tax status SBD 1	Yes	Written confirmation that SARS may on an ongoing basis during the tenure of the contract disclose the bidder's tax compliance status. Proof	Disqualification from process

Document that must be Submitted	Guideline		Consequence of Non-submission
		of Registration on the Central Supplier Database Vendor number	
Declaration of Interest – SBD 4	Yes	Complete and sign the supplied pro forma document	Disqualification from process
Preference Point Claim Form – SBD 6.1	Yes	Non-submission will lead to a zero (0) score on Specific goals	Zero points awarded for specific goals
Registration on Central Supplier Database (CSD)	Yes	The Service Provider must be registered as a service provider on the Central Supplier Database (CSD). If not registered, to complete the registration of company prior to submitting the proposal. Visit https://secure.csd.gov.za/ to obtain your vendor number starting with MAAA.Submit proof of registration.	Disqualification from process
Acceptance of the General Terms and Conditions	Yes	https://www.ncr.org.za/index.php/procument/tender-standard-bidding-documents/general-terms-conditions	Bidders to confirm that they read

7. 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 specific goals, allocated as indicated in the table below:

B-BBEE status level of contributor	Specific goals	Price
Total maximum points	20	80

The points system is outlined for the 80/20 to address the preferential procurement as followed:

7.1. SMME's which are owned by Black people.

SPECIFIC GOAL	ACHIEVEMENT LEVEL	TOTAL NUMBER OF
Persons historically disadvantaged on the basis of race	81%- 100% black ownership	7
	51% - 80% black ownership	5
	31% - 50% black ownership	3
	0 – 30% black ownership	1

7.2. SMME's which are owned by People with disability

SPECIFIC GOAL	OWNERSHIP LEVEL	POINTS
Persons historically disadvantaged on the basis of disability	50 %- 100% owned by persons living with disabilities	3
	30% - 49% owned by persons living with disabilities	2
	0 – 29% owned by persons living with disabilities	1

7.3. SMME's which are owned by Women.

SPECIFIC GOAL	ACHIEVEMENT LEVEL	POINTS
Persons historically disadvantaged on the basis of gender – Women	81% - 100% owned by women	7
	51% - 80% owned by women	5
	31% - 50% owned by women	3
	0 – 30% owned by women	1

7.4. SMME's which are Youth owned business.

SPECIFIC GOAL	OWNERSHIP LEVEL	POINTS
Persons historically disadvantaged based on age	50%- 100% owned by persons who are	3
	30% - 49% owned by persons who are youth	2
	0 – 29% owned by persons who are youth	1

9. Evidence for specific goals

PROOF OF EVIDENCE TO SCORE SPECIFIC GOALS POINTS			
EVIDENCE	**YES**	**NO**	**ATTACH EVIDENCE (indicate a page)**
Share certificate			
ID Copies stamped by the commissioner of oath			
Sworn affidavits			
BBBEE certificates			
Proof of disability			
CIPC Documents			

NB: Bidders will only score points based on the evidence submitted.

10. Reporting of fraud and corruption

The National Credit Regulator management is commitment to transparency, integrity, and accountability, as described in our Code of Conduct and business principles. Which led to the establishment of the Ethics Line. The Ethics Line seeks to provide an independent and comprehensive service through enhanced anonymity assurance and a wide range of communication channels. Bidders and members of the public are encouraged to use the following toll-free line to report any misconduct relating procurement activities amongst others.

Fraud / Anti-Corruption Hotline

Report any incidents of wrongdoing to the KPMG Ethics Line

0800 20 53 17 (Toll Free

TERMS OF REFERENCE FOR THE APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT MODERATION OF RESULT AND OUTCOMES OF OD PROJECT AND REVIEW EXECUTIVE STRUCTURE.

The NCR requires the services of a suitably qualified professional service provider (PSP's) to provide Human Resources services for the NCR with improvement in organizational development The NCR has a staff complement of 180 employees, with one office situated in 15th Road, Randjespark Midrand 1683.

1. Scope of Services:

The scope of services should cover the following core elements:

2.1 Moderation of Job Evaluation Outcomes

The primary goal of moderating job evaluation outcomes is to ensure that all evaluated jobs are graded consistently, objectively, and without bias, while considering relevant NCR-specific information.

2.1.1 Moderation is Essential:

Ensures Consistency: Eliminates evaluator bias and guarantees that similar jobs across different departments are graded identically.

Validates Evidence: Confirms that the awarded points or classifications match the actual duties outlined in the job description.

Promotes Equity: Prevents arbitrary pay disparities and ensures compliance with internal compensation structures.

2.2 Key performance Areas:

2.2.1 Review of Preliminary Scores: reviews the job description and the preliminary grade assigned by the initial evaluator.

Consensus & Adjustment: assess the weight of compensable factors (e.g., complexity, responsibility, skills) to verify the score. They can either uphold the decision or adjust the grading.

2.2.2 Ratification: The moderated outcomes are presented to the executive committee for final ratification, approval and implementation**.**

2.2.3 Final Moderated Job Evaluation Report

2.3 Payroll audit

Audit current payroll to decide of financial impact amount for the organizations in relation to the job evaluation outcome and salary benchmark.

2.4 Change Management Report

The team must advise NCR of several possible options for implementing the job evaluation outcomes and implementing the new proposed salary scale. The options must consider remunerations equity and NCR budget availability.

Review of Current Executive Structure

A review of the current executive structure of the NCR. The objective is to assess whether the organisation's leadership model effectively supports its strategic objectives. A fit-for-purpose executive structure that improves strategic execution, accountability, governance effectiveness, operational efficiency, and long-term organisational sustainability.

Key areas to evaluate:

- **Strategic Alignment**
  - Determine whether executive portfolios are aligned to the organisation's strategic priorities.
  - Assess if there are any gaps, overlaps, or duplication of responsibilities.
- **Span of Control**
  - Review reporting lines to ensure workloads are balanced and manageable.
  - Identify areas where executives may be overextended or underutilised.
- **Roles and Accountability**
  - Clarify executive roles, decision-making authority, and accountability.
  - Assess whether responsibilities are clearly defined and communicated.
- **Governance Effectiveness**
  - Evaluate the effectiveness of executive committees, decision-making forums, and governance structures.
  - Ensure appropriate oversight of risk, compliance, finance, people, ICT, and operations.
- **Capability and Capacity**
  - Assess whether the executive team possesses the competencies required to deliver the organisational strategy.
  - Identify succession risks and leadership development needs.
- **Benchmarking**
  - Compare the structure against similar organisations and industry best practices.
  - Consider emerging requirements such as digital transformation, stakeholder management, ESG, and innovation.

- **Key Deliverable**

Produce a set of recommendations that must include:

- Realignment of executive portfolio
- Creation or consolidation of functions.
- Revised reporting structures.
- Clarification of accountability and decision rights

3. Presentation of all required reports to EXCO

The work must be completed within Four (4) months of issuing the Purchase Order (PO).

4. THE FUCTIONALITY EVALUATION CRITERIA

VALUES: 1=Poor: 2=did not meet the requirements: 3= partially met the requirement: 4= meet the requirements: 5=Exceed the requirements

The Bidder's capacity will be assessed according to the following evaluation criteria:

1	**Experience**	**Weight**
	The Company must have 5 years' practical experience in in areas of: 1. Remuneration philosophy and related processes (job evaluation, salary benchmark, benefits, retention strategy.) 2. Organization Structure Review 3. Facilitated change management in organizational development project/s • Exceed the requirements (If the provided company's profile indicates that it has more than 5 years' practical experience in all the specified areas). = 5 • Meet the requirements (If the provided company's	**25**

	profile shows that it has 5 years practical experience in all the specified areas) = 4 • Partially met the requirement (If the provided company's profile indicates that it has 4 years practical experience in all the specified areas). =3 • Did not meet the requirements (if the company's profile shows that it has 3 years of practical experience in all the specified areas). =2 • poor (if the company's profile shows that the company less than 2 years of practical experience in all the specified areas.) = 1	
2	**<u>Project Plan on Expected Deliverables</u>** **Bidders are required to provide a work plan indicating their approach to deliver NCR's requirements:** ➢ Project objectives/methodology ➢ Deliverables and timelines ➢ Risk assessment and risk management plan, ➢ Change management plan. (a) The service provider has provided a project plan with all 4 required elements = 5 (b) The service provider has provided a project plan with all required only 3 elements =4 (c) The service provider has provided a project plan with all required only 2 elements = 3 (d) The service provider has provided a project plan with all required 1 element = 2 (e) The service provider has not provided a project plan with all four required elements = 1	**35**

3	**Project team Profile** The project team must submit CVs reflecting the following skills, experience and expertise: ➢ Remuneration philosophy and related processes (job evaluation, salary benchmark, benefits, retention strategy) ➢ Attach relevant certificates and a valid SARA membership certificate (Mandatory). 1. Project team leader/member must be registered with SARA (South African Reward Association). 2. Project team leader must have 10 years' experience. 3. Project team members must have a minimum of 5 years of relevant experience and expertise. • Project leader has over 10 years' experience and with attached relevant certificates. Project team members have over 5 years' experience. A project leader/team member are registered with SARA. =5 • Project leader has 10 years' experience and with attached relevant certificates. Project team members have 5 years' experience. A project leader/team member are registered with SARA. =4 • Project leader has 7-9 years' experience and with attached relevant certificates. Project team members have 4 years' experience. A project leader/team member is registered with SARA. =3 • Project leader has between 5-6 years' experience and with attached relevant certificates. Project team members has 3 years' experience. A project leader/team member is registered with SARA. = 2 • Project team leader or team member/s have between 1-4 years' experience and registered with SARA.	**30**

	• Team members have less than 3 years' experience. =1	
4	**<u>References</u>** ➢ The bidder must provide the references letters on letterhead indicating the contact's name, telephone number and email address. ➢ Relevant proof and evidence of the practical experience must be given in a reference letter. ➢ Contact details of 3 relevant references from amongst recent clients with whom HR consultancy work relevant to the required services was conducted in the past 36 months. • More than 3 reference letters=5 • 3 reference letters =4 • 2 reference letters =3 • 1 reference letter =2 • No letter submitted/ No relevant letter submitted=1	**10**

Bidders are required to score a minimum of 70% points on functionality to qualify to be evaluated in the next level (Specific goals and price). Bidders who do not score the minimum of 70% points on functionality will be disqualified and not be evaluated on price and specific goals.