



SOUTH AFRICAN HERITAGE RESOURCES AGENCY

**TERMS OF REFERENCE**

**SAHRA/HR/01/05/2023**

**THE SOUTH AFRICAN HERITAGE RESOURCES AGENCY (SAHRA) INVITES  
SUITABLY QUALIFIED S TO SUBMIT QUOTATIONS TO CONDUCT  
REMUNERATION BENCHMARKING EXERCISE.**



## 1. PURPOSE

The South African Heritage Resources Agency (SAHRA) invites suitably qualified service providers to conduct remuneration benchmarking exercise.

## 2. BACKGROUND

- 2.1 The South African Heritage Resources Agency (SAHRA) is an agency of the Department of Sports, Arts and Culture and is the national administrative body responsible for the management and protection of South Africa's cultural heritage resources. It is a statutory entity established under the National heritage Resources Act, Act No. 25 of 1999. SAHRA's role is to coordinate the identification and management of the national estate.
- 2.2 SAHRA requires the services of suitably qualified service providers to conduct a remuneration benchmarking exercise to ensure external competitiveness. This practice compares internal salary data points to external data points to obtain a perspective of how competitive an organisation's remuneration position is and uses the job description and job evaluation as inputs.
- 2.3 Salary benchmarking, also called remuneration benchmarking, is a process by which remuneration professionals match internal jobs and their descriptions to similar jobs and descriptions in a salary survey or other source of market pay data, in order to identify the market pay rate for each position.
- 2.4 It is an important for setting the right remuneration strategy and for following and monitoring the desired pay market. The salary survey is provided by the external remuneration consultant, who gather the remuneration information and salary details about the individuals, match the information and provides feedback about the market pay scales and pay structures back to the participating organisation.
- 2.5 A salary survey provides a means for comparison of salaries at the entity against the market and measures the competitiveness of the organisation's pay scales against the market and similar companies' pay scales.



### 3. SCOPE OF THE SERVICE REQUIRED

- 3.1 The salary and benefits benchmarking supplier will provide services including salary and benefits benchmarking nationally since SAHRA is a national public entity and the following is required from the service provider:
- 3.1.1 Analyse SAHRA's current employee data to assist with the formulation of a benchmark-data base that proportionally matches the company's unique set-up.
  - 3.1.2 Collect database of peer entities and ensure that the relevant peer entities in the database is a close reflection/match to the current SAHRA staff database, considering entity size and other relevant factors such as number of employees, arear of work, geographic location etc.
  - 3.1.3 Provide detailed remuneration data for all levels, within the private sector and state-owned enterprises focussing on Her Institutions.
  - 3.1.4 Provide one-on-one sessions for survey results interpretation with SAHRA Management.
  - 3.1.5 Conduct a benchmark process to compare our salary database, against the market database determined on the following weighting:
    - a) Entities within the Department of Sport, Arts and Culture (DSAC)
    - b) The benchmarking process should include all elements of total package in order to cater for the SAHRAs mixed remuneration structures of both Total Cost to Company and Employer Funded benefits (Total Cost of Employment).
    - c) Benchmark other elements of total rewards such as leave, working conditions, and benefits (provident, group life, disability benefits and medical aid) to ensure that we are in line with what other similar entities offer employees as part of their Total Rewards Package.
    - d) Analyse the pay distribution, range, slope and overlap of SAHRAs remuneration, providing the relevant reports, recommendations and presenting the outcome of these to EXCO and REMCO.
- 3.2 The service provider must provide a detailed breakdown of their total project cost, including all items specification in the terms of reference and inclusive of any disbursements or other project costs.



#### 4. TERMS AND CONDITIONS OF RFQ

- 4.1 All costs and expenses incurred by potential service providers relating to their Tender Offer will be borne by each respective service provider. SAHRA is not liable to pay such costs and expenses or to reimburse or compensate service providers in the process under any circumstances, including the rejection of any Tender Offer or the Cancellation of this project.
- 4.2 While SAHRA endeavours to ensure that all information provided to all potential service providers are accurate, it makes no warranty as to the accuracy or completeness of any information provided by it.
- 4.3 SAHRA reserves the right to waive deficiencies in project proposals. The decision as to whether a deficiency will be waived or will require the rejection of a project proposal will be solely within the discretion of SAHRA.
- 4.4 SAHRA reserves the right to request new or additional information regarding each service provider and any individual or other persons associated with its project proposal.
- 4.5 SAHRA reserves the right not to make any appointment from the proposals submitted.
- 4.6 Service providers shall not make available or disclose details pertaining to their project proposal with anyone not specifically involved, unless authorized to do so by SAHRA.
- 4.7 Service providers shall not issue any press release or other public announcement pertaining to details of their project proposal without the prior written approval of SAHRA.
- 4.8 Service providers are required to declare any conflict of interest they may have in for which the tender is submitted or any potential conflict of interest. SAHRA reserves the right not to consider further any proposal where such a conflict of interest exists or where such potential conflict of interest may arise.
- 4.9 A valid tax compliance status PIN, issued by the South African Revenue Services and/or Central Supplier Database registration report must be submitted.
- 4.10 Any and all project proposals shall become the property of SAHRA and shall not be returned
- 4.11 The proposals should be valid and open for acceptance by SAHRA for a period of 90 days from the date of submission.
- 4.12 Service providers are advised that submission of a project proposal gives rise to no contractual obligations on the part of SAHRA.



- 4.13 SAHRA reserves the right not to accept any proposal which does not comply with the TERMS OF REFERENCE and conditions set out in the proposal documents.
- 4.14 SAHRA reserves the right not to award the proposal to the service provider that scores the highest points.
- 4.15 Disputes that may arise between SAHRA and a service provider must be settled by means of mutual consultation, mediation (with or without legal representation) or, when unsuccessful, in a South African court of law.
- 4.16 The Bid offers, and proposals should be valid and open for acceptance by SAHRA for a period of **90 days** from the date of submission.
- 4.17 All returnable Bid documents must be completed in full and be submitted together with the service provider's proposal.
- 4.18 The "Requirements for content of the project proposal" section above outlines the information that must be included in proposal offers. Failure to provide all or part of the information will result in your proposal being excluded from the evaluation process.
- 4.19 All goods/service or products to be supplied to SAHRA shall be in full compliance with South African approved standards and in compliance to the specifications provided.
- 4.20 It is the conditions of this RFQ that, a quotation is submitted together with the following completed forms.
- a) SBD 1 Invitation to BID
  - b) SBD 2 Tax Clearance certificate application form
  - c) SBD 3 Pricing Schedule
  - d) SBD 4 Declaration of Interests form
  - e) SBD 6.1 Preference points claim form (valid BBBEE certificate must be submitted together with this completed document.
  - f) SBD 8 Declaration of Bidder's Past Supply Chain Management Practices.
  - g) SBD 9 Certificate of Independent Bid Determination
  - h) General Conditions of Contract

**NB: Failure to submit completed returnable forms as mentioned above will automatically disqualify your quotation.**

## 5. EVALUATION CRITERIA

a) All bid offers received shall be evaluated based on the following phase out approach:

- **Phase One:** Compliance to the terms of reference and conditions of the RFQ. Failure to meet any of the conditions of the tender will automatically disqualify your bid on this phase.
- **Phase Two:** Preference points on specific goals as follows.

Preference Point System	Points
<b>Price</b>	<b>80</b>
<b>Special Goals</b>	<b>20</b>
Black owned company	8
Women	4
Youth	5
Disability	3
<b>TOTAL</b>	<b>100</b>

### Price (Vat included)

80 Points for price will be awarded with reference to the total fixed proposal amount inclusive of VAT. The service provider with the lowest price shall score the maximum 80 points.



## 6. SUBMISSION OF OFFER

Bids must be submitted in a sealed envelope, marked with the tender number, tender name, and closing date and for the attention of the Supply Chain Management Unit.

Bids must be deposited in the Tender Box located in Cape Town:

South African Heritage Resources Agency (SAHRA)

111 Harrington Street

Cape Town

8000

Tel: 021 462 4502

Bids may also be emailed to : **tenderinfo@sahra.org.za**

**It remains the onus of the service provider to ensure that their Tender Offer reaches the SAHRA office no later than the closing date and time. SAHRA will not be held liable and/or responsible for late deliveries and submissions.**

## 7. CLOSING DATE

**Wednesday, 17 May 2023 at 11h00**

## 8. Queries must be directed in writing to:

Supply Chain Management

Mr Disang Kolwane

SCM Manager

Email: [dkolwane@sahra.org.za](mailto:dkolwane@sahra.org.za)

