
TERMS OF REFERENCE FOR THE SALARY BENCHMARK STUDY (2025/2026) TAILORED TO THE NATIONAL AGRICULTURAL MARKETING COUNCIL (NAMC)

RFQ NUMBER: RFQ:1420

CLOSING DATE: 18 JULY 2025

NO BRIEFING SESSION TO BE HELD

VALIDITY PERIOD: 120 DAYS

All QUOTATIONS should be emailed NO hand delivered or couriered original proposals will be accepted:

TO: RFQ@NAMC.CO.ZA

1. INTRODUCTION

The NAMC is a Schedule 3A public entity and statutory body established in terms of the Marketing of Agricultural Products Act No. 47 of 1996, as amended by Act No 59 of 1997 and Act No. 52 of 2001. The main function of the Council is to advise the Minister of Department of Agriculture on issues relating to the marketing of agricultural products.

2. PURPOSE

The NAMC invites qualified and experienced service providers to submit a quotation for conducting a comprehensive salary benchmarking study for the organisation. The goal is to align NAMC's remuneration structure with relevant industry standards, ensuring fair, equitable, and competitive compensation.

3. SCOPE OF WORK

The scope of work will cover the following:

The successful bidder will be required to:

3.1 Conduct a salary benchmark analysis for:

- 48 existing employee positions
- 16 vacant positions (job profiles will be provided)

3.2 Compare NAMC positions to relevant public sector, state-owned entities, and agricultural industry benchmarks.

3.3 Include:

- Job evaluation alignment (if applicable)
- Median, 25th and 75th percentile analysis
- Allowance, benefits, and total cost-to-company comparisons
- Recommended salary bands per job level

3.4 Provide a detailed benchmark report with findings, methodology, and recommendations.

Methodology must contain the below:

- Clear, logical, and comprehensive approach to salary benchmarking.
- Alignment with best practices (e.g., Paterson grading system (NAMC specific), Hay, Mercer, REMchannel).

- Use of relevant, reputable and up-to-date salary survey data.
- Inclusion of internal equity and external market competitiveness analysis.

3.5 Conduct a presentation to NAMC management and HR team on the final report.

4. DELIVERABLES

- Project plan with timelines
- Draft report for review
- Final benchmarking report with recommendations
- Presentation to stakeholders

5. NON-APPOINTMENT

NAMC has the right not to make an appointment should it find that the bidding parties do not meet the specified criteria/requirements.

6. EVALUATION PROCESS

NAMC will evaluate all proposals in terms of the Preferential Procurement Policy Framework Act. No. 5 of 2000 (PPPFA). Three (3) phase evaluation criteria will be considered in evaluating the bid as follows:

6.1 Phase 1: REQUIREMENTS (Documents)

Stage 1

REQUIREMENTS (Documents)	CHECKLIST ✓ TICK EACH BOX
SBD 4 Completed, attached and signed	
SBD 6.1: Completed, attached and signed	
Valid B-BBEE Certificate or attached (certified copy) or Sworn Affidavit	
Tax Clearance certificate	
Proof of registration on Central Supplier Database (managed by National Treasury) a report not older than a month of the date of submission must be submitted	
Company Registration documents	
Quotation	
Functionality requirements and documents. See 6.2 below for needed documents	

Note: All SBD forms must be submitted (signed) noting where it is not applicable. If any specific SBD form is not submitted, documentary proof clearly stating the reasons must be attached.

6.2 Phase 2: Technical/ Functionality Evaluation

Bid responses will be evaluated in accordance with the Functional criteria as follows:

Functional/ Technical Requirements

With regards to the other Functional Requirements, the following criteria (set out in more detail and the associated weightings will be applicable:

Stage 2 Technical (Functionality) proposal

Technical (Functionality) proposal		Maximum points to be awarded
1	Company Experience	
1.1	Company Experience Experience in reviewing remuneration and reward practices (salary benchmarks) and provide expert advice indicated in the scope of work particularly in corporate organisations. The bidder must submit a comprehensive company profile. 3 years up to 5 = 15 + 5 years up to 7 = 25 more than 7 years = 35	30
2	Methodology and Approach	
2.1	Methodology and Approach The approach and methodology must respond to the proposed scope of work and outline the approach for the desired outcomes. The proposal is poor or is unlikely to satisfy project objectives or requirements = 10 The proposal is specifically tailored to address all scope of work objectives and requirements = 20 The proposal details ways to improve the project outcomes and the quality of the outputs. The proposal has included value added services that are relevant to the project = 30	35
3.	Company track record	
3.1	Company track record The bidder is required to provide three (3) contactable client references where its services can be verified. References should be presented in a form of a written letter on an official letterhead from clients where similar services have been provided and should not be older than three (3) years. No appointment letters from clients will be accepted as reference letters Three (3) contactable reference beyond 18 months = 5 Three (3) contactable reference within 13 - 18 months = 10 Three (3) contactable reference within 12 months = 15	15
4	Project Team Experience/Specialist Capabilities	
4.1	The experience and qualification of the proposed project team in similar projects in relation to the scope of work will be evaluated. The bidder is expected to attach a CV/profile relating to	

remuneration and benefits benchmarking, policy development and/or review of the project team/specialist. Proposed project team have limited levels of experience (less than 3 years) based on their CVs / profiles = 10 Proposed project team have solid levels of experience (between 3-5 years) based on their CVs/ profile and certificates attached = 15 Proposed project team have extensive levels of experience (more than 5 years) based on their CVs / profiles = 20	20
Total technical points	100
Minimum threshold for technical (functionality)	70

Note: The minimum qualifying score is 70 out of 100 points. All bidders that fail to achieve the minimum qualifying score will not be considered for further evaluation on Price and Specific goals.

6.3 Phase 3: Price and Specific goals

- All quotations up to the rand value of R 50 000 000.00 including all applicable taxes will be evaluated on the 80/20 principle as prescribed by the Preferential Procurement Policy Framework Act 5 of 2022 and its Regulations.
- N:B - Bidders are required to submit original and valid B-BBEE Status Level Verification Certificates or certified copies thereof together with their bids to substantiate their specific goal as stated below. However, Bidders who do not submit B-BBEE Status Level Verification Certificates do not qualify for specific goals points, but they will not be disqualified from the bidding process.
- The lowest acceptable price will score 80 points, the 20 specific goals points will be allocated as follows:

SPECIFIC GOAL	TOTAL POINTS
Percentage (%) Black Ownership	Points (10)
91-100	10
81-90	9

SPECIFIC GOAL	TOTAL POINTS
71-80	8
61-70	7
51-60	6
41-50	5
31-40	4
21-30	3
11-20	2
1-10	1
0	0
Percentage (%) Ownership By Women	Points (4)
81-100	4
51-80	3
31-50	2
1-30	1
0	0
Percentage (%) Ownership By Youth	Points (4)
81-100	4
51-80	3
31-50	2
1-30	1
0	0
Percentage (%) Ownership By People With Disability	Points (2)

SPECIFIC GOAL	TOTAL POINTS
51-100	2
1-50	1
0	0

12 PRICING SCHEDULE

Proposed Fee Structure (exclusive and inclusive of VAT) based on the following:

Goods or services	TOTAL
A) Total Price for SALARY BENCHMARK STUDY (2025/2026) TAILORED TO THE NATIONAL AGRICULTURAL MARKETING COUNCIL (NAMC)	R
B) Reimbursement costs such as telephone, travel, stationery and printing (If applicable)	R
GRAND TOTAL (A + B)	R

13. VALIDITY OF PROPOSAL

The Service Provider is required to confirm that it will hold its proposal valid for 120 days from the closing date of the submission of proposals.

In exceptional circumstances, NAMC may solicit the bidder's consent to an extension of the period of the validity of the bid. The request and responses thereto shall be made in writing.

14. PREPARATION OF BID RESPONSE

14.1 All the documentation submitted in response to this RFQ must be in English.

14.2 The bidder is responsible for all the costs that it shall incur related to the preparation and submission of the bid document.

14.3 The bidder should check the numbers of the pages of its bid to satisfy itself that none are missing or duplicated. No liability will be accepted by NAMC regarding anything arising from the fact that pages of a bid are missing or duplicated.

15. NAMC's RIGHTS

The NAMC is entitled to amend bid validity period or extend the bid closing date before the bid closing date. All bidders, to whom the RFQ documents have been issued and where the NAMC have records of such bidders, may be advised in writing of such amendments in good time and any such changes will also be posted on the NAMC's website under the relevant tender information. All prospective bidders should therefore ensure that they visit the website regularly and before they submit their bid response to ensure that they are kept updated on any amendments in this regard.

16. UNDERTAKING BY THE BIDDER

16.1 The bidder agrees that the offer contained in its bid shall remain binding upon him/her and receptive for acceptance by the NAMC during the bid validity period indicated in this RFQ and its acceptance shall be subject to the terms and conditions contained in this RFQ document read with the bid.

16.2 The bidder furthermore confirms that he/she has satisfied himself/herself as to the correctness and validity of his/her bid response; that the price(s) and rate(s) quoted cover all the work/item(s) specified in the bid response documents; and that the price(s) and rate(s) cover all his/her obligations under a resulting contract for the services contemplated in this RFQ; and that he/she accepts that any mistakes regarding price(s) and calculations will be at his/her risk.

16.3 The successful bidder accepts full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on him/her under the supply agreement and SLA to be concluded with NAMC, as the principal(s) liable for the due fulfilment of such contract.

17. REASONS FOR DISQUALIFICATION

The NAMC reserves the right to disqualify any bidder which does any one or more of the following, and such disqualification may take place without prior notice to the offending bidder, however the bidder will be later notified in writing of such disqualification:

- a) Bidders who submit incomplete information and documentation contrary to the requirements this RFQ document.
- b) Bidders who submit information that is fraudulent, factually untrue or inaccurate information.
- c) Bidders who receive information not available to other potential bidders through fraudulent means;

Bidders who do not comply with any of the **mandatory requirements** as stipulated in the RFQ document

18 SUBMISSIONS REQUIREMENTS

18.1 **Email address for submission of quotations:** RFQ@namc.co.za

18.2 **Email address for SCM enquires:** scm@namc.co.za

18.3 No late submission will be considered. It is the bidder's responsibility to ensure that the bid is sent to the correct email address, and that this is received by the NAMC SCM unit before the closing date and time in NAMC's dedicated email address. The office hours are Monday to Friday except public holidays.

18.5 **Technical Enquiries:** All technical enquiries should be sent to the Senior Manager: Human Capital on the below email:

Email address for SCM enquires: scm@namc.co.za

19 APPROVAL

	Name & Title	Signature	Date
Approved by the BSC chairperson:			

20 DECLARATION BY THE BIDDER

I, (Full name) the undersigned
certify that the information provided is true and correct, and understood the contents of the document in full.

SIGNATURE :

DATE: