



## **SOUTH AFRICAN CIVIL AVIATION AUTHORITY PROVIDENT FUND**

# Request for Proposal: Benefit Consulting Services

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South African Civil Aviation Authority Provident Fund

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## 1. DEFINITIONS

- 1.1 **“Acceptable Bid”** means any Bid, which, in all respects, complies with the specifications and conditions of the Request For Proposal as set out in this document.
- 1.2 **“the Act”** means Pensions Fund Act Number 24 of 1956 as amended from time to time.
- 1.3 **“All applicable taxes”** includes Value-Added Tax, Pay As You Earn, income tax, unemployment insurance fund contributions and skills development levies.
- 1.4 **“B-BBEE”** means Broad-Based Black Economic Empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act.
- 1.5 **“B-BBEE status level of contributor”** means the B-BBEE status received by a measured entity based on its overall performance using the relevant scorecard contained in the Codes of Good Practice on Black Economic Empowerment, issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act.
- 1.6 **“Bid”** means a written offer in a prescribed or stipulated form in response to an invitation to Bid by South African Civil Aviation Authority Provident Fund (SACAA Provident Fund), RFP and Tender will have a corresponding meaning.
- 1.7 **“Bid rigging (or collusive bidding)”** occurs when businesses, that would otherwise be expected to compete, secretly conspire to raise prices or lower the quality of goods and/or services for purchasers who wish to acquire goods and/or services through a bidding process. Bid rigging is, therefore, an agreement between competitors not to compete.
- 1.8 **“Bidder”** means any enterprise, consortium or person, partnership, company, close corporation, firm or any other form of enterprise or person, legal or natural, in South Africa bearing a South African company registration number with its registered office and Address (physical location).
- 1.9 **“Broad-Based Black Economic Empowerment Act”** means the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003). B-BBEE will have a corresponding meaning.
- 1.10 **“The Fund”** means South African Civil Aviation Authority Provident Fund, a South African fund duly registered in terms of applicable laws of the Republic of South Africa, bearing Registration Number 12/8/35883 with its registered office at Byls Bridge Boulevard Office Park, Jean Ave and Olievenhoutbosch Road, Centurion, 0062.
- 1.11 **“Effective Date”** means the date which the Agreement between the Fund and the successful bidder commences.
- 1.12 **“Employer”** means South African Civil Aviation Authority, a South African Company duly registered in terms applicable laws of the Republic of South Africa. A Schedule 3A public entity. The word “SACAA” shall have a corresponding meaning.
- 1.13 **“FAIS”** means Financial Advisory and Intermediary Services Act.
- 1.14 **“Financial Services Provider”** means a person, other than a representative, who as a regular feature of the business of such person furnishes advice; or furnishes advice and renders any intermediary service; or renders an intermediary service, in terms of FAIS.

- 1.15 **"FSCA"** means Financial Sector Conduct Authority. The word "Authority" shall have a corresponding meaning.
- 1.16 **"FSP"** means Financial Services Provider.
- 1.17 **"Fund Rules"** means rules of the Fund as registered by FSCA, as amended from time to time.
- 1.18 **"Functionality"** means the measurement according to predetermined norms, as set out in the bid documents, of a service or commodity that is designed to be practical and useful, working or operating, taking into account, among other factors, the quality, reliability, viability and durability of a service and the technical capacity and ability of a bidder.
- 1.19 **"NRA"** means normal retirement age.
- 1.20 **"Parties"** means both South African Civil Aviation Authority and the bidder collectively.
- 1.21 **"Person"** includes a juristic person.
- 1.22 **"Prime bidder"** means a juristic person who forwards an acceptable bid in response to this RFP with the intention of being the main bidder should the proposal be awarded to the entity.
- 1.23 **"Rand value"** means the total estimated value of a contract in South African currency, calculated at the time of bid invitations, and includes all applicable taxes and excise duties.
- 1.24 **"Republic"** means the Republic of South Africa.
- 1.25 **"RFP"** means Request for Proposal.
- 1.26 **"Sub-contractor"** means any person (natural or juristic) who is subcontracted a portion of an existing contract by a Prime Bidder.
- 1.27 **"Successful tender"** means the organisation/s with whom the order is placed and who is contracted to execute the work as detailed in the RFP.
- 1.28 **"Service"** means the services to be provided by the bidder in accordance with the provisions of this RFP including.
- 1.29 **"SLA"** means Service Level Agreement. The words "Contract" and/or Agreement shall have a corresponding meaning.

## 2. OBJECTIVE

- 2.1 The objective of this Request for Proposal ("RFP") is to obtain Bids from Bidders, in respect of the relevant scope of services, and to evaluate these Bids in order to appoint a competent, qualified and suitable service provider to render professional Benefit Consulting services for the Fund.
- 2.2 All bidders must be compliant with the legislative requirements to provide professional services with personnel that have the relevant skill, knowledge and experience (continuously trained).
- 2.3 The duration of the service will be specified in the service level agreement (SLA) and any terms and conditions that may apply thereto shall be specified accordingly. Any appointment, at the expiry of duration of such an appointment, will be eligible for renewal at the discretion of the Board of Trustees of the Fund.

### 3. PROPRIETARY AND CONFIDENTIAL INFORMATION

- 3.1 All persons (including all Bidders) obtaining or receiving this RFP and any other information in connection with this RFP or the Tendering Process must keep the contents of the RFP and other such information confidential and not disclose or use the information except as required for the purpose of developing a proposal in response to this RFP.
- 3.2 All material submitted in response to this RFP shall become the property of the Fund. Any confidential information provided by a prospective bidder in response to this RFP will be held in confidence and will only be used for the evaluation of this tender.
- 3.3 The Fund will not disclose any information furnished to the Fund through this Tender process to a third party or any other Bidder without the prior written approval of the Bidder whose information is sought. Furthermore, the Fund will not disclose the names of the Bidders until the Tender process has been finalised. Bidders may not disclose any information provided to them as part of this process to any third party without the prior written approval of the Fund. In the event that the Bidder requires to consult and/or engage with third parties on the contents of this RFP document, such third parties must complete and sign confidentiality agreements, which should be returned to the Fund as part of response submission to this tender process.

### 4. REQUESTS FOR CLARIFICATION OR FURTHER INFORMATION

- 4.1 Request for clarity or information on the Bid may only be requested until 25 June 2025, at 12h00. Any responses to queries or for clarity sought by a bidding entity may also be sent to all the other bidding entities which have responded to the Request for Proposal invitation. Such clarifications sought can be forwarded in writing to the following email addresses: [Laviniakwealth@outlook.com](mailto:Laviniakwealth@outlook.com) and [Laurakwealth@outlook.com](mailto:Laurakwealth@outlook.com).
- 4.2 The Fund shall reply to any clarifications sought by the bidders within 7 (seven) days of receiving the request, or any other time deemed reasonable by the Fund, to enable the prospective bidder to make timely submission of its RFP. Clarification responses may be shared with all the bidders on the emails registered when receiving the bid documents or provided at the briefing session.
- 4.3 Prospective Bidders making inquiries of the Bid document may notify the Fund, in writing by email to the sender of the Bids. The Fund will respond in writing to any request for clarification of the Bid documents.
- 4.4 To assist in the evaluation and comparison of RFP responses, the Fund, may at its discretion, ask the prospective Bidders for clarification of its RFP response. The request for clarification and the response shall be in writing, and no change in the prices or substance shall be sought, offered, or permitted. Clarifications requests must be responded to within 3 (three) days after the request has been made by the Fund.
- 4.5 A briefing session will be held during which it is expected that any queries raised will be answered. The Bidder shall not disclose any such information or specification, whether explicit or implied, to any third party without the written consent from the Fund.

## **5. UNAUTHORISED COMMUNICATIONS**

- 5.1 Neither Bidders, nor their respective advisers, may contact officers, employees or advisers of the Fund/SACAA, about the RFP or the submission of Bids at any time after the Clarification and communication closing date. However, contact will be permissible only in the case of pre-existing commercial relations, in which case contact may be maintained only in terms thereof. In making such allowed contact, neither Bidders nor their members, nor anyone acting on behalf of any Bidder or member, may make reference to the RFP or Bid in response thereto. The “no contact policy” will not apply in relation to any information deemed to be in the public domain, or which is readily available from Retirement Fund Industry.
- 5.2 Bidders must not otherwise engage in any activities that may be perceived as, or that may have the effect of, influencing the outcomes of the Tendering Process in any way.

## **6. IMPROPER ASSISTANCE, FRAUD AND CORRUPTION**

- 6.1 Bidders may not seek or obtain the assistance of members of the Fund in the preparation of their Tender responses.
- 6.2 The Fund may in its absolute discretion, immediately disqualify a Bidder that it believes has sought or obtained such improper assistance.
- 6.3 Bidders are to be familiar with the implications of contravening the Prevention and Combating of Corrupt Activities Act, 2004 and any other relevant legislation.

## **7. ANTI-COMPETITIVE CONDUCT**

- 7.1 Bidders and their respective officers, employees, agents and advisors must not engage in any collusion, anti-competitive conduct or any other similar conduct in respect of this Bidding Process with any other Bidder or any other person(s) in relation to:
  - 7.1.1 the preparation or lodgement of their Bid
  - 7.1.2 the evaluation and clarification of their Bid; and
  - 7.1.3 the conduct of negotiations with the Fund.

## **8. CONFLICTS OF INTEREST**

- 8.1 A Bidder must not, and must ensure that its officers, employees, agents and advisors do not place themselves in a position that may give rise to actual, potential or perceived conflicts of interest between the interests of the Fund and the Bidder's interests during the Tender Process.
- 8.2 The Bidder is required to provide details of any interests, relationships or clients which may or do give rise to a conflict of interest in relation to the supply of the services under any contract that may result from this RFP. If the Bidder submits its Bid and a subsequent conflict of interest arises, or is likely to arise, which was not disclosed in the Bid, the Bidder must notify the Fund immediately in writing of that conflict.

- 8.3 Bidders should contact the Fund for clarity on whether a conflict of interest actually exists or not. The existence of a conflict of interest or a failure by a bidder to timeously disclose any such conflict or part conflict, may result in the bidder's bid being disqualified.

## **9. PREPARATION OF BIDS**

- 9.1 Bidders must ensure that:
- 9.1.1 their Bid is submitted in the required format as stipulated in this RFP; and
  - 9.1.2 all the required information fields in the Bid are completed in full and contain the information requested by the Fund.
- 9.2 The Fund may in its absolute discretion reject a Bid that does not include the information requested or is not in the format required.
- 9.3 Unnecessarily elaborate responses or other representations beyond that which is sufficient to present a complete and effective tender proposal are not desired or required. Elaborate and expensive visual and other presentation aids are not necessary.
- 9.4 Where the Bidder is unwilling to accept a specified condition, the non-acceptance must be clearly and expressly stated. Prominence must be given to the statement detailing the non-acceptance. It is not sufficient that the statement appears only as part of an attachment to the Bid or be included in a general statement of the Bidders usual operating conditions.
- 9.5 An incomplete Bid may be disqualified or assessed solely on the information completed or received with the Bid.

## **10. LATE BIDS**

- 10.1 Bids must be delivered by the Closing Time. The Closing Time may be extended by the Fund in its absolute discretion by providing written notice to Bidders.
- 10.2 Bids delivered after the Closing Time or lodged at a location or in a manner that is contrary to that specified in this RFP will be disqualified from the Tendering Process and will be ineligible for consideration. However, a late Bid may be accepted where the Bidder can clearly demonstrate (to the satisfaction of the Fund, in its sole discretion) that late lodgement of the Bid was caused by the Fund; or that a major/critical incident hindered the delivery of the Bid and, in all cases, that the integrity of the Tendering Process will not be compromised by accepting a Bid after the Closing Time.
- 10.3 The determination of the Fund as to the actual time that a Bid is lodged is final. All Bids lodged after the Closing Time will be recorded by the Fund. The Fund will inform a Bidder whose Bid was lodged after the Closing Time of its ineligibility for consideration. The general operating practice is for the late Bid to be returned within 5 (five) working days of receipt or within 5 (five) working days after determination not to accept a late Bid.

## **11. ILLEGIBLE CONTENT, ALTERATION AND ERASURES**

- 11.1 Incomplete Bids may be disqualified or evaluated solely on information contained in the Bid.

- 11.2 The Fund may disregard any content in a Tender that is illegible and will be under no obligation whatsoever to seek clarification from the Bidder.
- 11.3 The Fund may permit a Bidder to correct an unintentional error in its Bid where that error becomes known or apparent after the Closing Time, but in no event will any correction be permitted if the Fund reasonably considers that the correction would materially alter the substance of the Bid or effect the fairness of the Tendering Process.

## **12. COMPLAINTS ABOUT THE TENDERING PROCESS**

- 12.1 Any complaint about the RFP or the Tendering Process must be submitted to the Fund in writing, by email, immediately upon the cause of the complaint arising or becoming known to the Bidder.
- 12.2 The written complaint must set out:
  - 12.2.1 the basis for the complaint, specifying the issues involved;
  - 12.2.2 how the subject of the complaint affects the organisation or person making the complaint;
  - 12.2.3 any relevant background information; and
  - 12.2.4 the outcome desired by the person or organisation making the complaint.
- 12.3 If the matter relates to the conduct of an officer or Trustee of the Fund, the complaint should be addressed in writing marked for the attention of the Principal Officer of the Fund, and delivered to the physical address of the Fund, as notified.

## **13. TERMS AND CONDITIONS OF SUBMISSION OF RFP**

- 13.1 This RFP is open to all Bidders registered and duly authorised to provide financial advice and intermediary services in South Africa.
- 13.2 The Fund reserves the right to award the contract based on the Bid submission received from a bidding entity subject to the Fund's terms and conditions.
- 13.3 The Fund or their duly appointed representatives shall be the sole adjudicators of the acceptability and or feasibility of the Bids.
- 13.4 The decision of the Fund shall be final and except as required by law or otherwise, no reason for the acceptance or rejection of any Bid will be furnished.
- 13.5 Should the Bid be awarded on the strength of information furnished by a Bidder, which information is proved to have been incorrect, in addition to any other legal remedy it may have, the Fund may at any time during the life of the contract:
  - 13.5.1 Recover from the relevant Bidder all costs, losses or damages incurred by it as a result of the award; and/or
  - 13.5.2 Cancel the award of the Bid contract and/or claim any damages, which it may have suffered or will suffer as a result of having to make less favourable arrangements.
  - 13.5.3 The Bidder shall be liable to pay for losses sustained and/or additional costs or expenditure incurred by the Fund as a result of cancellation.
  - 13.5.4 The Fund shall furthermore have the right to recover such losses, damages or additional costs by way of set-off against monies due or which may become due to the Bidder in terms of the said contract.



- 13.6 All representations, agreements or arrangements arising from Bids submitted in terms hereof (including any negotiations that follow) shall not be binding on the Fund, its officers or agents unless reduced to writing and signed by a duly authorised representative/s of the Fund.
- 13.7 The Fund reserves the right to amend the terms and conditions of this RFP at any time prior to finalisation of the contract between the parties and shall not be liable to any Bidder or any other person for damages of whatsoever nature which they may have suffered as a result of such amendment. All Bids are submitted at the entire risk of the Bidder.
- 13.8 The Fund reserves the right to postpone the closing date for submission of Bids or to withdraw the RFP at any time without giving rise to any obligation for the responsibility for any loss or financial damage which may be incurred or suffered by any Bidder.
- 13.9 Each Bidder shall provide an undertaking that it has not coordinated in any way with another actual or potential Bidder as regards the response to this Tender document and has otherwise complied with the requirements of the Competition Act no 89 of 1998 (the Competition Act).
- 13.10 The Fund reserves the right to disqualify any Bid response, where it considers, in its sole discretion, there are grounds to suggest the contravention of the Competition Act in relation to any aspect of a Bid response. If the Bidders have been found by the Competition Tribunal to have contravened the Competition Act, in relation to the Bid response, each Bidder acknowledges and agrees that the Fund may in its sole discretion impose pre-liquidated damages amounting to 5% of the value of the Bid response in question.
- 13.11 The Fund reserves the right to reject:
- 13.11.1 incomplete bids;
  - 13.11.2 late bids;
  - 13.11.3 conditional bid, and
  - 13.11.4 bids that are non-compliant with the procedural and administrative requirements as the case may be.
- 13.12 This RFP implies neither obligation to accept the lowest or any Bid nor any responsibility for expenses or loss, which may be incurred by any Bidder in preparation of his Bid.
- 13.13 Bidders may include with their Bids any descriptive matter, which, if referred to in the RFP, will form part of the RFP. In case of any discrepancy, however, the issued RFP and supporting documents and information completed therein by the Bidder will be considered as the valid and binding Bid.
- 13.14 Notwithstanding any other provision in this document, no Fund Trustees and Principal Officer or any person related to or associated (including spouse, child, cousin, friend) with the Fund member may (individually or through a corporate vehicle which includes a company, close corporate, trust, partnership etc.) submit a Bid for consideration in this Tender process unless interest is declared.

## **14. TENDER (RFP) SUBMISSION AND CLOSING DATE**

- 14.1 Bidders must submit bid documentation bound in :

- 14.1.1 an electronic copy,
- 14.2 Closing date: 4 July 2025 at 16h00 South African time.
- 14.3 It must be noted (as a disclaimer) that the Fund may:
  - 14.3.1 Award the whole or a part of this tender;
  - 14.3.2 Split the award of this tender;
  - 14.3.3 Negotiate with all or some of the shortlisted bidders; or
  - 14.3.4 Cancel this tender;
- 14.4 The Fund does not take any responsibility for expenses or loss which may be incurred by any bidder in preparation of this RFP.

## 15. EVALUATION PROCESS

Before bidders can be considered for evaluation on price and functionality, bidders must meet the following mandatory/ statutory requirements set out/ stipulated in this bid document:

- Whether the Tender has been received on time;
- Whether all Returnable Documents were completed and returned by the closing date and time;
- Whether the Tender contains a priced offer;
- Tax Clearance certificate (OR Provide PIN to verify tax status);
- B-BBEE certificate;
- Company Profile;
- CV of staff members who will be servicing the Fund (if successful);
- Qualifications and experience of proposed team;
- FSP License;
- Fidelity and Cybersecurity cover certificate;
- Confidentiality Undertaking; and
- List of 5 references from Funds of similar size and profile and their contact details.

Please note the criteria to be applied by the Fund.

| Criteria             | Weighting | Measurement                                                                                                                                                                                                                                                                                                             |
|----------------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Service capabilities | 30%       | <ul style="list-style-type: none"> <li>▪ Expertise with regards to legislative and industry requirements as well as industry practices.</li> <li>▪ Scope of services with specific reference to expertise in the retirement fund industry.</li> </ul>                                                                   |
| Profile of team      | 15%       | <ul style="list-style-type: none"> <li>▪ Experience of the team who will be responsible for the delivery of the Benefit Consulting services to the Fund.</li> <li>▪ Please attach resumes of the staff to be involved.</li> <li>▪ Certified Financial Planning qualifications will be considered preferably.</li> </ul> |
| Fee structure        | 30%       | <ul style="list-style-type: none"> <li>▪ Composition of fees.</li> <li>▪ Additional services outside standard fee and basis of charging for such services.</li> </ul>                                                                                                                                                   |

|                            |     |                                                                                             |
|----------------------------|-----|---------------------------------------------------------------------------------------------|
| B-BBEE - current scorecard | 10% | Preference points will be awarded to a Tenderer for attaining the B-BBEE status level of 1. |
| Client references          | 15% | Provide list of references with specific reference to the profile of this Fund.             |

## 16. FUND INFORMATION

Please base your cost proposal on the following information:

|                                            |                                                                                                                                                                                                        |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Membership as at 31 March 2025</b>      | <ul style="list-style-type: none"> <li>▪ Active - 521</li> <li>▪ Unclaimed – 4</li> <li>▪ Paid-up - 27</li> </ul>                                                                                      |
| <b>Normal Retirement Age</b>               | 65                                                                                                                                                                                                     |
| <b>Assets as at 31 March 2025</b>          | R919 461 630.03                                                                                                                                                                                        |
| <b>Investment strategy</b>                 | Life stage at 5 (five) years from retirement                                                                                                                                                           |
| <b>Investment administrator (platform)</b> | 1                                                                                                                                                                                                      |
| <b>Pay point</b>                           | 1                                                                                                                                                                                                      |
| <b>Trustee meetings</b>                    | At least 4 (four) per annum. There are ad hoc meetings from time to time.                                                                                                                              |
| <b>Sub-Committee</b>                       | None currently. An ad hoc death claims committee is formed from time to time.                                                                                                                          |
| <b>Contribution rates</b>                  | <ul style="list-style-type: none"> <li>▪ Member contribution – 0%</li> <li>▪ Employer contribution - 9%, 12%, 15%, 17.50%, 20%</li> <li>▪ With effect from 1 April 2025 - 22.5%, 25%, 27.5%</li> </ul> |
| <b>Pension backed home loans</b>           | Yes                                                                                                                                                                                                    |
| <b>Member investment choice</b>            | Yes                                                                                                                                                                                                    |

## 17. TENDERING INFORMATION

- 17.1 When was your company established?
- 17.2 What is the registered name of your company?
- 17.3 Please provide your company registration number.
- 17.4 Please provide your FSP Registration Certificate.

- 17.5 Please provide an organogram of your shareholding structure.
- 17.6 Please provide an organogram of your business services structure.
- 17.7 Please provide an organogram of your business services structure expanded to the relevant team who will be dealing with the account.
- 17.8 Where is your head office situated?
- 17.9 Do you have additional offices throughout South Africa? If so, please specify their locations.
- 17.10 From where will this account be serviced from for each of the services you provide?

## **18. Employment Equity/BBBEE/CSI**

- 18.1 Please provide a copy of your Employment Equity Policy.
- 18.2 Please provide a copy of your latest B-BBEE/Balanced Scorecard.
- 18.3 Please provide a copy of your latest Empowerdex or DTI Scorecard.
- 18.4 Please provide a copy of your Workplace Skills Development Plan.
- 18.5 Please list and briefly describe your involvement in Corporate Social Investment.

## **19. PI & Fidelity Insurance**

- 19.1 What is the level of your Fidelity Insurance?
- 19.2 Are you restricted in the number of Fidelity Insurance claims you may lodge in a specific period?
- 19.3 Please provide a copy of your Fidelity Insurance policy schedule
- 19.4 Do you have Professional Indemnity Cover, if so, please provide a copy of your policy schedule, showing your sum assured
- 19.5 Does your liability limitation above (if applicable), affect the cover provided?
- 19.6 Do you have the Cybersecurity and Cyber resilience cover?
  - 19.6.1 What is the level of Cyber security cover?
  - 19.6.2 What is the level of Cyber security resilience cover?

## **20. Corporate Governance / Compliance to King III / tax clearance certificate / capital strength**

- 20.1 Provide information on the Delegation of Authority within your organization.
- 20.2 What are your procedures for resolution of client or member complaints?
- 20.3 Please describe how your company complies with the principles described in the King IV report.
- 20.4 Please provide a copy of your Tax Clearance Certificate.

## **21. Contractual / Service Level Agreements**

- 21.1 What is the minimum term for your contracts per service?
- 21.2 What is the notice period for termination of the contracts per service?
- 21.3 Please provide a schedule of service standards, not listed in this RFP, in respect of the range of services you provide.

- 21.4 Confirm that service standards agreed between you and the Trustees would be included in the contract terms.
- 21.5 Would you accept performance penalties written into the contract? If so, would there be any implications on cost or service levels compared with an agreement that did not have a penalty clause?
- 21.6 Please provide a sample contract.
- 21.7 You should clearly state whether any charges apply on termination of any of the contracts per service.

## **22. Reputational issues/clients lost/references/illegal practices**

- 22.1 Within the last twelve months, how many times have you had to compensate a client financially, for an error in the provision of service to their fund?
- 22.2 Within the last twelve months, how many funds that you provide services to, have had to pay fines to the Authority for late submission of returns?
- 22.3 Within the last twelve months, how many funds that you provide services to, have incurred penalties in respect of the late submission of PAYE, VAT or Tax or any other statutory return?
- 22.4 Within the last two years, how many times have you had to compensate a client financially for incorrect advice given?
- 22.5 Within the last two years, how many complaints have been submitted to the Pension Funds Adjudicator relating to any of your services?
- 22.6 How many clients have you gained in each of the last two years?
- 22.7 How many clients have you lost in each of the last two years?
- 22.8 For what reasons?

## **23. Main focus area**

- 23.1 What is your Main focus area / target market / experience?
- 23.2 What is your core business focus?
- 23.3 Which size of customer do you focus on?
- 23.4 How many customers do you have in each of the business services you offer?

## **24. How long have you been providing each of your business services?**

- 24.1 How many clients do you have in the following membership bands, split between defined benefit and defined contribution. E.g. 0-100, 100-500, 500 -1000, 1000-5000, over 5000.
- 24.2 Please supply full details of additional services that are not included in the price.

## **25. Human Capital / Number of staff / turnover / remuneration and incentives / retention plans / succession planning**

- 25.1 What has been your staff turnover in specialists in each of the business services over the last 2 years?
- 25.2 What has been your staff turnover in total over the last 2 years?

- 25.3 How are your staff remunerated in each of your business services?
- 25.4 What performance incentives do you use for staff in each of your business services?
- 25.5 How do you retain key staff in each of your business services?
- 25.6 Please describe how you do succession planning in each of your business services?
- 25.7 Do you envisage employing additional staff if your bid for this account is successful?
- 25.8 How do you ensure continuity of knowledge of clients' funds over a period of time, given that staff may leave your company and that you may attract new clients requiring re-allocation of resources?

## **26. Staff education / knowledge resources / participation in industry forums**

- 26.1 Does your company provide / offer financial support / provide bursaries to staff to further their industry-related qualifications?
- 26.2 Please describe your research capability.
- 26.3 Do you hold seminars / training workshops / conferences?
- 26.4 Do you publish industry related publications or newsletters?
- 26.5 Does your company have house-views and how are they enforced?

## **27. Contribution to the industry / involvement / innovation**

- 27.1 Does your company /Staff actively participate and contribute on a technical level to industry forums Batseta, PLA, IRF, FPI, etc.? If so, please provide reasons why /why not? Answers should exclude sponsorships
- 27.2 What innovative / industry first services or products have you brought into the industry for the benefit of the industry?

## **28. Achievements / recognition / awards / distinguishing factors / references / competitive advantage**

- 28.1 Please provide details of awards / industry recognition received by your company over the past 2 years
- 28.2 In no more than 250 words, what distinguishes your company from its competitors?
- 28.3 Please provide names and contact details of 5 current clients of similar size / profile that can be contacted as references

## **29. Human Capital / team CV's and responsibilities / location**

- 29.1 Who would specifically be responsible for the management of this account? Please provide a short CV.
- 29.2 Who would specifically be responsible for the day-to-day administration of this account? Please provide a short CV
- 29.3 Describe your training and development programme for consulting staff.

### 30. Fee basis and standard services covered

- 30.1 Please list all your services not covered by your standard consulting fee and basis of fee determination.
- 30.2 If fees are charged on an hourly basis, please indicate fees per different levels of staff seniority.

### 31. Achievements / recognition / awards / distinguishing factors / references / competitive advantage

- 31.1 Please provide details of awards and industry recognition received by your company over the past 2 years.
- 31.2 In no more than 250 words, what distinguishes your company from its competitors?

### 32. Benefit Consulting Services

Please indicate if the following services are included in the quoted fee.

|      | Benefit Consulting Services                                                                                                                                                                                                                         | Yes | No |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
|      |                                                                                                                                                                                                                                                     |     |    |
|      | <b>Documents of title</b>                                                                                                                                                                                                                           |     |    |
| 32.1 | Ensure that all policies, agreements, service level agreements and documents relating to the assets of the Fund, insurance and other Fund arrangements are held in such a manner as prescribed in the Pension Funds Act and applicable legislation. |     |    |
| 32.2 | Ensure that Fund documentation such as minute book and trustee registers are current, comply with legislation and stored at the Fund's registered office.                                                                                           |     |    |
| 32.3 | Ensure that service providers of the Fund are duly registered and licensed.                                                                                                                                                                         |     |    |
|      | <b>Compliance</b>                                                                                                                                                                                                                                   |     |    |
| 32.4 | Follow up with relevant parties to ensure that the regulatory returns, such as Annual Financial Statements, SARB reporting, Regulation 28 and application for exemptions are submitted timeously.                                                   |     |    |
| 32.5 | Respond to the FSCA queries and PFA complaints within the timelines required by the legislation and/or the Regulators.                                                                                                                              |     |    |
| 32.6 | Work with the administrator to ensure timeous payment of insured claims and work with the insurer if any problems arise to assist with these payments.                                                                                              |     |    |
| 19.7 | Ensure that there are Delegation of authority in place and adhere to signatory powers agreed by the trustees.                                                                                                                                       |     |    |
|      | <b>Benefit analysis</b>                                                                                                                                                                                                                             |     |    |
| 32.8 | Advise and discuss the benefit provision philosophy and funding methods with the trustees.                                                                                                                                                          |     |    |

|       |                                                                                                                                                                                                             |  |  |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| 32.9  | Design a benefit package in accordance with the needs of the Fund as identified by the trustees.                                                                                                            |  |  |
| 32.10 | Assess the financial, demographic and behavioural effects of Fund benefit design changes or restructuring.                                                                                                  |  |  |
| 32.11 | Assess the impact of changes in the industry and legislation which affect the fund and the benefits.                                                                                                        |  |  |
|       | <b>Benefit design and rebroking services</b>                                                                                                                                                                |  |  |
| 32.12 | Design appropriate risk benefit packages, with reference to financial implications for the Fund.                                                                                                            |  |  |
| 32.13 | Provide cost assessments relating to any alternative methods of financing benefits.                                                                                                                         |  |  |
| 32.14 | Assist the trustees with the formulation of a strategy to manage and control the cost of risk benefits.                                                                                                     |  |  |
| 32.15 | Assist the trustees with the review of the fund's risk policy; and                                                                                                                                          |  |  |
| 32.16 | Undertake any re-broking in respect of such policies as identified by the trustees                                                                                                                          |  |  |
|       | <b>Benefit structuring</b>                                                                                                                                                                                  |  |  |
| 32.17 | Assist the Employer with the structuring of risk benefits.                                                                                                                                                  |  |  |
| 32.18 | Monitor Underwriting Free Cover Limits and medical requirements.                                                                                                                                            |  |  |
| 32.19 | Advise Employer of any new benefit and value thereof to members.                                                                                                                                            |  |  |
| 32.20 | Assist in benefit payments from a technical and advisory perspective.                                                                                                                                       |  |  |
| 32.21 | Perform periodic re-broking of any insured benefits to ensure terms and conditions appropriate to the employees of the Employer.                                                                            |  |  |
| 32.22 | Ensure compliance by insurance companies with the terms and conditions of any insurance policies issued to the Employer.                                                                                    |  |  |
| 32.23 | Summarise insured benefit structures and communicate to members in simple language.                                                                                                                         |  |  |
|       | <b>Rules, policies and contracts</b>                                                                                                                                                                        |  |  |
| 32.24 | Draft the rules of the Fund and any amendments thereto in accordance with the instructions of the trustees and assist with the interpretation of and adherence the Fund rules in respect of Fund operation. |  |  |
| 32.25 | Arrange for the registration and approval of the rules of the Fund and any amendments thereto in terms of the Pensions Funds Act and the Income Tax Act respectively.                                       |  |  |
| 32.26 | Scrutinise, comment on, negotiate and arrange any necessary alterations to any insurance, investment or other policies or contracts issued to the Fund, with the agreement of the trustees where necessary  |  |  |
|       | <b>Insurance</b>                                                                                                                                                                                            |  |  |



|       |                                                                                                                                                                                                                    |  |  |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| 32.27 | Ensure compliance by insurance companies with the terms and conditions of any insurance policies issued to the Fund.                                                                                               |  |  |
| 32.28 | Perform periodic re-broking of any insured benefits to ensure terms and conditions appropriate to the Fund.                                                                                                        |  |  |
| 32.29 | Assist the trustee with securing the Trustee Liability Cover.                                                                                                                                                      |  |  |
| 32.30 | Ensure that all services providers have appropriate level of fidelity cover insurance and is current.                                                                                                              |  |  |
|       | <b>Secretarial and Trustee Services</b>                                                                                                                                                                            |  |  |
| 32.31 | Attend at all board meetings of the Fund .                                                                                                                                                                         |  |  |
| 32.32 | Attend sub-committee meetings, if required and scheduled.                                                                                                                                                          |  |  |
| 32.33 | Within 7 days of the meeting, distribute agendas and relevant supporting documentation for Trustee board and Sub-committee meetings.                                                                               |  |  |
| 32.34 | Take minutes of all Board and sub-committee meetings and distribute minutes not later than 14 days after the meeting.                                                                                              |  |  |
| 32.35 | Establish and maintain the necessary registers in respect of trustees and any other information pertaining to the officers and members of the fund as required in terms of Regulation 31 of the Pension Funds Act. |  |  |
| 32.36 | Assist the employer and the trustees with conducting election of member representative trustees.                                                                                                                   |  |  |
| 32.37 | Ensure that the trustee meeting register is available at the trustees meeting and completed for official record.                                                                                                   |  |  |
| 32.38 | Advise the Chairperson of Trustees' attendance status of Board meetings, where applicable.                                                                                                                         |  |  |
| 32.39 | Maintain distribution lists in electronic and hard copy format.                                                                                                                                                    |  |  |
| 32.40 | Liaise with the Employer to ensure meeting venues are booked or host meetings as required.                                                                                                                         |  |  |
| 32.41 | Obtain administration and other documentation from third party providers when required (specifically for agendas).                                                                                                 |  |  |
| 32.42 | Prepare/collate/present agendas and relevant supporting documentation for ad-hoc/committee meetings and distribute to committees or relevant persons.                                                              |  |  |
| 32.43 | Table and monitor original documentation at Trustees meetings, where signatures are required from the Trustees.                                                                                                    |  |  |
| 32.44 | Draft Resolutions as and when required by the Trustees.                                                                                                                                                            |  |  |
| 32.45 | Carry out board evaluation and report on the results.                                                                                                                                                              |  |  |
| 32.46 | Draft member communication after Trustee meetings.                                                                                                                                                                 |  |  |
| 32.47 | Assist with distribution of Fund correspondence as and when required.                                                                                                                                              |  |  |
| 32.48 | Ensure that the decisions of the Trustees have been implemented.                                                                                                                                                   |  |  |
| 32.49 | Liaise with service providers regarding action items at meetings to the trustees                                                                                                                                   |  |  |

|       |                                                                                                                                                                                                                                                                                                                                             |  |  |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| 32.50 | Prepare Trustee files containing all Fund rules, policies, agreements and pertinent Fund documentation                                                                                                                                                                                                                                      |  |  |
|       | <b>Communications to members and other beneficiaries</b>                                                                                                                                                                                                                                                                                    |  |  |
| 32.51 | Provide a summary of the rules of the fund for onward transmission to any member who may request a copy thereof. The summary shall be revised as necessary to reflect any registered amendments to the rules, and any additional employee benefit arrangements provided by the employer to members of the fund as agreed with the trustees. |  |  |
| 32.52 | Attend to and resolve queries from members of the Fund.                                                                                                                                                                                                                                                                                     |  |  |
| 32.53 | Ensure that annual benefit statements comply with Circular PF86 and are in a format as agreed by the trustees, consultants and administrator                                                                                                                                                                                                |  |  |
| 32.54 | Provide communication, including member booklets, member inductions, Trustee inductions, quarterly and monthly newsletters, annual trustee reports (excluding printing costs) and conduct Fund road shows.                                                                                                                                  |  |  |
| 32.55 | Provide information on options available to members upon exiting the Fund explaining the provisions of the Fund rules, Income Tax, Default regulations and applicable legislation.                                                                                                                                                          |  |  |
| 32.56 | Provide communication to the Trustees of the Fund                                                                                                                                                                                                                                                                                           |  |  |
| 32.57 | Ensure that original policy documents and documents of title relating to the assets of the fund are held in such manner as prescribed in the Pension Funds Act.                                                                                                                                                                             |  |  |
| 32.58 | Draft communication between the Fund and the service providers as when requested by the trustees.                                                                                                                                                                                                                                           |  |  |
|       | <b>Legal and governance services</b>                                                                                                                                                                                                                                                                                                        |  |  |
| 32.59 | Provide reports on the status of the Fund with regard to compliance with regulatory requirements.                                                                                                                                                                                                                                           |  |  |
| 32.60 | Ensure that all aspects of good governance and best practices are adhered to.                                                                                                                                                                                                                                                               |  |  |
| 32.61 | Provide input and advice to the trustees regarding developments or changes in legislation affecting the fund, members or company                                                                                                                                                                                                            |  |  |
| 32.62 | Advise the Trustees regarding a governance programme for the fund and assist in the implementation thereof.                                                                                                                                                                                                                                 |  |  |
| 32.63 | Advise members at their or the trustees request, on the options available to them in terms of exiting the fund, as well as income tax and other legislation impact.                                                                                                                                                                         |  |  |
| 32.64 | Draft and submit Section 14 documentation.                                                                                                                                                                                                                                                                                                  |  |  |
| 32.65 | Provide legal opinions on matters relating to the Fund, as instructed by the trustees from time to time, and report thereon to the Trustees.                                                                                                                                                                                                |  |  |
| 32.66 | Provide advice and guidance on legislative changes.                                                                                                                                                                                                                                                                                         |  |  |

|       |                                                                                                                                           |  |  |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| 32.67 | Review Fund contracts and service provider Service Level Agreements.                                                                      |  |  |
| 32.68 | Draft responses to complaints from the Regulators including the Pension Funds Adjudicator complaints.                                     |  |  |
| 32.69 | Provide guidance to trustees on Section 37C benefit allocations and provide input on Trustees' resolutions.                               |  |  |
| 32.70 | Check divorce settlements and maintenance orders for compliance with legislation before the administrator effects payment.                |  |  |
| 32.71 | Assist the employer with death claim investigations, drafting resolutions and facilitate distribution of payment letters to beneficiaries |  |  |
| 32.72 | Assist the Fund to ensure compliance with legislation and regulatory provisions.                                                          |  |  |

### 33. Fee basis and standard services covered

Please list all your services not covered by your standard consulting fee and basis of fee determination.

If fees are charged on an hourly basis, please indicate fees per different levels of staff seniority.

| Services                                                      | Fees |      |      |
|---------------------------------------------------------------|------|------|------|
|                                                               | 2025 | 2026 | 2027 |
| Benefit Consulting Services Fee (including VAT)<br>Annual Fee |      |      |      |
| Hourly rates for services not included under item 32          |      |      |      |
| Disclose any other foreseeable fees that the Fund may incur   |      |      |      |

### 34. Mandatory documents and RFP returnables

The Fund will disqualify from the RFP process any service provider that has failed to submit mandatory documents and information on the closing date and time.

Service providers should therefore ensure that all the mandatory returnable documents and information have been submitted. In order to assist service providers, the Fund has also included a column next to the required mandatory document and information to enable service providers to keep track of whether they have submitted or not. The mandatory documents and information are as follows:

| <b>Description</b>                                                                                       | <b>Yes/No</b> |
|----------------------------------------------------------------------------------------------------------|---------------|
| FSP Certificate                                                                                          |               |
| Valid B-BBEE Certificate and verification report                                                         |               |
| Tax clearance certificate                                                                                |               |
| Fidelity and Cyber security cover certificate                                                            |               |
| Data recovery policy/manual                                                                              |               |
| List of 5 references from Funds of similar size and profile and their contact details                    |               |
| Short paragraph of what sets you apart from other providers                                              |               |
| CV of staff who will be servicing the Fund, if successful. CFP qualification will be an added advantage. |               |
| Applicable accreditations (Company/ Practitioners) with relevant professional body/ authority            |               |