



REQUEST FOR PROPOSALS (RFP)

RFP NUMBER: 02/2026

RFP DESCRIPTION:

**REVIEW OF THE PHARMACY HUMAN RESOURCES PLAN
("PHARMACY HUMAN RESOURCES IN SOUTH AFRICA, 2011")
AND DEVELOPMENT OF THE PHARMACY HUMAN RESOURCES
IN SOUTH AFRICA, 2026**

CLOSING DATE: 12 June 2026; TIME: 15:00

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REVISION OF THE PHARMACY HUMAN RESOURCES PLAN FOR PHARMACY

The South African Pharmacy Council (SAPC) is a regulatory authority established in terms of the Pharmacy Act, 53 of 1974. The SAPC hereby invites reputable, qualified service providers, who are experienced researchers, research institutes and/or human resource planning experts/consultants to review the Pharmacy Human Resources Plan ("Pharmacy Human Resources in South Africa, 2011") in relation to the current state of pharmaceutical staffing in South Africa, progress towards the attainment 2011 targets, revision of the Pharmacy Human Resources targets in line with changing health policy and population growth trends, and to develop a new Pharmacy Human Resources in South Africa, 2026.

The successful bidder will also be expected to undertake the project over five (5) months.

Interested companies or persons must submit their company profiles, recent references, tax compliance status certificates, BBBEE rating scorecards, and curriculum vitae (CVs) detailing their experience in the drafting of similar documents/carrying out similar work, as well as a project plan which is inclusive of tasks and timelines for the completion of these tasks, drafting of the project report and the cost of the project.

The successful bidder will be required to complete the project and present a report to the relevant task team/committee of Council, as well as the Office of the Registrar.

RFP documents are on the Tender Page found on our website (<https://www.sapc.za.org/tenders>)

The SAPC subscribes to the Department of Trade, Industry and Competition's (DTIC) B-BBEE Balanced Scorecard for the accreditation of all proposals, in accordance with the latest DTIC Codes of Good Practice.

Proposals should be submitted in soft copy to Ms Refilwe Mutlane at tenders@sapc.za.org or on a USB stick in a sealed envelope at the SAPC Building, 591 Belvedere Street, Arcadia, 0083.

For any enquiries, contact Ms Mulalo Phungo at: pharmacyhrplan@sapc.za.org

The SAPC is not bound to accept any tender and reserves the right to cancel, withdraw, or decline services/tenders in respect of the tenders received and to re-advertise at its sole discretion.

The due date for submission of all documents is 12 June 2026 at 15:00.

If you fail to submit the required documents by the closing date, your proposal will be unsuccessful. No company will be allowed to submit documents after the closing date.

1. INTRODUCTION

The South African Pharmacy Council (SAPC) is a regulatory authority established in terms of the Pharmacy Act, 53 of 1974. The SAPC hereby invites reputable, qualified service providers, who are experienced researchers, research institutes and/or human resource planning experts/consultants to review the Pharmacy Human Resources Plan (“Pharmacy Human Resources in South Africa, 2011”) in relation to the current state of pharmaceutical staffing in South Africa, progress towards the attainment 2011 targets, revision of the Pharmacy Human Resources targets in line with changing health policy and population growth trends, and to develop a new *Pharmacy Human Resources Plan for South Africa, 2026*.

2. PROJECT PURPOSE

The SAPC is in the process of revising the Pharmacy Human Resources Plan as contained in the *Pharmacy Human Resources in South Africa, 2011*. Since the previous Pharmacy Human Resources Plan was published, South Africa’s population grew from 49 320 500 (Stats SA, 2009) to 63 100 945 (Stats SA, 2025). Similarly, the register of pharmacists has grown from 12 813 (SAPC, 2010) to 18 869 (SAPC, 2026). Health policy has also changed to now be focused on universal health coverage, and South Africa’s geopolitical peers have shifted tremendously with the expansion of BRICS. Factors affecting the delivery of pharmaceutical services have also changed notably, as such, it is the purpose of this project to review the existing Pharmacy Human Resources Plan in alignment with the prevailing factors, national policy and international best practice with the aim of publishing the second edition of the *Pharmacy Human Resources Plan for South Africa, 2026*.

3. SAPC BACKGROUND

The SAPC is an independent statutory health council established by the Legislature in recognition of the pharmacy profession as an exclusive occupational group, and to regulate such profession. The SAPC is responsible for its own funding.

In terms of Section 3 of the Pharmacy Act, 53 of 1974, the objectives are–

- (a) To assist in the promotion of the health of the population of South Africa;
- (b) To advise the Minister of Health or any other person on any matter relating to pharmacy;
- (c) To promote the provision of pharmaceutical care which complies with universal norms and values, in both the public and private sectors, with the goal of achieving definite therapeutic outcomes for the health and quality of life of South Africans;
- (d) To uphold and safeguard the rights of the general public to universally acceptable standards of pharmacy practice in both the public and private sectors;
- (e) To establish, develop, maintain and control universally acceptable standards:
 - (i) in pharmaceutical education and training;

- (ii) for the registration of a person who provides one or more or all of the services which form part of the scope of practice of the category in which such person is registered;
 - (iii) of the practice of the various categories of persons required to be registered in terms of the Act;
 - (iv) of professional conduct required of persons to be registered in terms of the Act;
 - (v) of control over persons registered in terms of the Act by investigating, in accordance with the Act, complaints or accusations relating to the conduct of registered persons.
- (f) To promote transparency to the profession and the general public in line with good corporate governance principles;
- (g) To maintain and enhance the dignity of the pharmacy profession.

4. PURPOSE OF THE TERMS OF REFERENCE

It is the intention of the SAPC to enter into a formal Service Level Agreement (SLA) with the successful service provider to provide the services described hereunder.

The specification would serve to guide the process of selecting and appointing a qualified service provider by ensuring a match between SAPC's requirements and the knowledge and experience of the service provider.

The specification and the service provider's proposal will form the basis of the service level agreement to be entered into between the parties.

5. CURRENT ENVIRONMENT

- 5.1 The bidder is required to consider the following while scoping the proposal with regard to the existing environment for the solution.

The current *Pharmacy Human Resources in South Africa, 2011* resulted from desktop research, stakeholder interviews and consultation, analysis of secondary data, and benchmarking exercises against regional and global trends. The report/plan is constituted by the following key sections:

- Situation Analysis of Pharmacy Human Resources
- Education and Training Pipeline
- Professional Practice and Regulation
- Strategic Human Resource Planning

The data across these sections would require revision in line with current policy, trends, and data.

The 2011 Pharmacy Human Resources Plan highlighted the need to align the production, demand, education, and training of the pharmacy workforce with related policies. There has been a significant shift across education, health systems, population needs, and regulatory frameworks, as well as strategic HR imperatives

affecting the pharmacy sector since the publication of the HR plan. While there is notable progress, which includes a growing workforce and advanced digital health strategies, there is a need to address the maldistribution of pharmacy personnel, capacity constraints faced by academic institutions, and the low production of pharmacists and pharmacy support personnel to meet the legislated ratios.

The dynamics necessitate a review to ensure that the Pharmacy Human Resources Plan remains relevant to the ever-changing environment.

The bidder will be required to conduct a structured review of the core recommendations highlighted in the Pharmacy Human Resources Plan to evaluate progress and update the draft plan to the current environment.

Core recommendations from the Pharmacy Human Resources in South Africa (2011)

- (a) Increase production of pharmacists and support personnel;
- (b) Review and enhance pharmacy education and training;
- (c) Build capacity in academic institutions;
- (d) Develop a national HR information system;
- (e) Conduct research on critical pharmacy workforce issues;
- (f) Strengthen policy planning, governance and vision (a review of internship and community service by all pharmacy graduates who qualify in South Africa); and
- (g) Optimise use of the existing workforce, exploring different models of pharmaceutical service delivery.

Interested parties can obtain the *Pharmacy Human Resources in South Africa Plan* from the Publications page on the SAPC website. The SAPC Annual Reports and statistical information of registered persons, by category, are available on the Publications page of our website (www.sapc.za.org).

6. SCOPE OF WORK AND DELIVERABLES

The SAPC requires an updated pharmacy human resources plan to support universal health coverage and ensure equitable pharmaceutical services for the South African population by maintaining a competent pharmacy workforce.

Bidders should note that the appointed service provider will be expected to:

- (a) Review the Pharmacy Human Resource in South Africa (2011) plan, in line with the national health priorities, global best practice, other related policy documents, and a comprehensive relevant literature.
- (b) Conduct stakeholder consultations (including professional associations, employers, pharmacists, pharmacy support personnel, pharmacy owners and subject matter specialists, quality councils, higher education institutions, skills development providers, other statutory councils/regulators and the Department of Health).

- (c) Analyse current pharmacy workforce data, trends (production, distribution by province, category of pharmacy, demographics, skills mix, legislation), and assess the impact of practising and non-practising designations on workforce planning.
- (d) Identify HR challenges and forecast future workforce needs and their demands, as well as dependencies.
- (e) Identify the data collection sources used to test and evaluate outcomes (including the use of artificial intelligence (AI) in conducting the research/review).
- (f) Draft, review and finalise the updated Pharmacy HR Plan.
- (g) Present the final report in both narrative and executive summary formats.

Deliverables and timelines

Tangible deliverables/reports shall include, but are not limited to:

- (a) Inception Report (with methodology and work plan) – 03 July 2026
- (b) Stakeholder Engagement Report – 31 July 2026
- (c) Draft Pharmacy HR Plan – 21 August 2026
- (d) Final Pharmacy HR Plan (after incorporating feedback) – 11 September 2026
- (e) Presentation to SAPC – Scheduled: 27- 28 October 2026

7. COMPETENCY AND MANDATORY REQUIREMENTS

Complete compliance with the following mandatory requirements is conditional on the bid/proposal being considered. Non-compliance will result in immediate disqualification:

- 7.1. RFP documents are on the Tender Page found on our website (<https://www.sapc.za.org/tenders>)
- 7.2 The service provider must have experience, and a comprehensive understanding of the statutory or regulatory environment will be an advantage.
- 7.3 The service provider must have sufficient in-house capacity to conduct the project for the SAPC.
- 7.4 The service provider must not be over-reliant on SAPC for revenue; in other words, the service provider must be a going concern and must not depend on SAPC's fees for going concern purposes.
- 7.5 The service provider, partner and team should be free of any conflicts of interest related to the project and are to sign confirmation thereof.

- 7.6 Submit a minimum of three (3) recent (not longer than three (3) years) written and contactable references of clients for similar projects.

8. TECHNICAL REQUIREMENTS

Reporting and Analysis of the reports indicating actionable recommendations.

9. OTHER INFORMATION RELATED TO SCOPE OF WORK

9.1 Project Plan

The kick-off meeting will be held with the successful Bidder after the bid is awarded, as outlined in the process. Following the meeting, the successful Bidder must submit a detailed project plan and requirements document, including key elements such as timelines for each implementation stage/milestones. The document will be reviewed and signed off by the service provider and SAPC.

Failure by the successful bidder to submit the detailed plan and requirements documents at the kick-off meeting will result in the SAPC terminating the contract.

9.2 Project Team

The bidder should appoint a team and indicate such as part of their proposals, which team description should, at a minimum, identify each team member's role.

10. PROJECT PERIOD

The contract period will be five (5) months from the date of appointment. The service provider must present the final report to the SAPC Committees as indicated in Section 6 above.

11. SERVICE PROVIDER ORGANISATION DUTIES AND RESPONSIBILITIES

The service provider must fully comply with all requirements/deliverables set out in Section 6 of this document.

12. DESIRED CONFIDENTIALITY TERMS AND CONDITIONS

- 12.1 The successful service provider must strictly treat all SAPC information with a high degree of confidentiality.
- 12.2 The SAPC's information must not be provided to a third party by any means.
- 12.3 The successful service provider must be compliant with the requirements of the Protection of Personal Information Act, 4 of 2013.
- 12.4 The SAPC undertakes to maintain confidentiality relating to any unpublished information you supply to us as part of this RFP and will only use any information provided for the purposes of evaluating this RFP.
- 12.5 The South African Pharmacy Council reserves the right:
- (a) To negotiate with one or more preferred service provider(s) identified in the evaluation process, regarding any terms and conditions, including price, without offering the same opportunity to any other service provider (s) who has not been awarded the status of the preferred service provider;

- (b) To carry out site inspections, product evaluations or explanatory meetings in order to verify the nature and quality of the services offered by the service provider(s), whether before or after adjudication of the RFP;
- (c) To correct any mistake at any stage of the RFP that may have been in the RFP documents or occurred at any stage of the RFP process; and
- (d) To cancel and/or terminate the RFP process at any stage, including after the closing date and/or after presentations have been made, and/or after proposals have been evaluated, and/or after the preferred service provider has been notified of their status as such.

13. CONTENT OF THE PROPOSAL

The proposal must include the following:

- (a) Company profile and relevant experience;
- (b) At least three (3) contactable references;
- (c) BBBEE Rating scorecard;
- (d) Valid tax compliance status certificate;
- (e) Company registration documents;
- (f) Proposed methodology and approach to be used in keeping with the scope of work;
- (g) Composition of the project team and a brief CV of each member of the proposed team (qualifications, experience, and expertise);
- (h) Risk Assessment Audit Form;
- (i) Complete pricing/costing (**Annexure A**); and
- (j) Pricing must be inclusive of VAT.

Other important conditions:

- (a) The prospective service provider/firm is responsible for all costs incurred in preparing and submitting the proposal.
- (b) By accepting to take part in the proposal process, you agree to keep all information shared with you in relation to the proposal process confidential, not to disclose it to third parties, and not to use it for purposes other than the proposal.
- (c) The SAPC reserves the right not to award this contract.
- (d) The SAPC reserves the right to disregard a firm's proposal should it be found that work was previously undertaken for the SAPC, for which poor performance was noted during the execution of such contract in the last five (5) years.
- (e) Should the bidder present information intentionally incorrectly/fraudulently, their proposal will be disqualified.

- (f) Prospective service providers are responsible for ensuring that their proposal is submitted before the closing date and time of the RFP and that the proposal is received by the SAPC.

14. ENQUIRIES AND SUBMISSION

- (a) All enquiries must be made in writing and will be responded to during office hours 08:00 to 15:00, Monday to Friday.

Refilwe Mutlane	Email	tenders@sapc.za.org
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- (b) Proposals should be submitted by **12 June 2026 at 15:00** in soft copy format to tenders@sapc.za.org or on a USB in a sealed envelope at the SAPC Building, 591 Belvedere Street, Arcadia 0083.
- (c) Proposals not meeting the submission requirements or submitted after the due date will be disqualified.
- (d) If you do not hear from us within ninety (90) days after the closing date, please accept that your proposal was unsuccessful.

15. EVALUATION OF PROPOSALS

- (a) The SAPC will apply the principles of the Preferential Procurement Policy Framework Act, 5 of 2000 (PPPFA) to this proposal.
- (b) The evaluation of the proposals will be based on the 90/10 PPPFA principle and will be done in three (3) phases, namely-
 - (i) pre-qualifications;
 - (ii) functionality (including MS Partner status and certification);
 - (iii) pricing; and
 - (iv) BBBEE.
- (c) Phase 1: Pre-qualification Evaluation

Proposals will be disqualified or excluded by the Adjudicating Committee under any of the conditions listed below:

- (i) Submission after the deadline;
- (ii) Proposals submitted at an incorrect location;
- (iii) Proposals submitted in the wrong format, other than via email or soft copy on a USB dropped at the designated location per Paragraph 14(b) above;
- (iv) Service providers whose tax matters/statuses are not in good standing with the South African Revenue Service (SARS);
- (v) Proposal not fully completed;
- (vi) BBBEE Original Certificate/Affidavit (not older than three (3) Months), not submitted or an expired certificate is submitted;

- (vii) No company registration documents and IDs of registered directors are submitted; or
 - (viii) Non-compliance with ANY of the mandatory requirements in 7.1 above.
- (d) Phase 2: Technical Functional Requirements
- (i) Eligible service providers will be invited to do a presentation outlining the major milestones of the project.
 - (ii) The functionality score is allocated 27 points (30% of 90). To qualify for Phase 3 evaluation, a minimum score of 70% on functionality will be required.
 - (iii) A form will be used to evaluate proposals by members of the Tender Committee, and thereafter, the committee's average/aggregate score will be calculated.
- (e) Phase 3: Pricing and Black Economic Empowerment (BEE)
- (i) Bid Costing Model

Bidder shall adhere to and use the costing model as provided below for all pricing – unless otherwise indicated – must be provided in ZAR.

The table below lists the details of the milestones and ideal timeframes/duration required per phase, and is provided for reference purposes while completing the costing:

Project phases indicating deliverables and timelines

Phase	Key Deliverable	Duration	Deadline
1	Project initiation and project management	1 Week	26 June 2026
2	Inception Report (with methodology and work plan)	2 weeks	03 July 2026
3	Stakeholder Engagement Report	4 weeks	31 July 2026
4	Draft Pharmacy HR Plan (pre-liminary report)	3 weeks	21 August 2026
5	Final Pharmacy HR Plan (after incorporating feedback)	4 weeks	11 September 2026
6	Presentation to SAPC	1 week	27-28 October 2026
7	Final Pharmacy HR Plan & Report (after addressing comments)	2 weeks	13 November 2026

- (ii) A maximum of 63 points is allocated for price on the following basis/ formula.

$$P_s = 90 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

Where -

P_s = Points scored for price of bid under consideration

Pt = Rand value of bid under consideration

Pmin = Rand value of the lowest acceptable bid

- (iii) A maximum of 10 points is allocated to BBBEE on the following sliding scale.

BBBEE Status	BBBEE Scorecard rating	BBBEE Points
Level 1 Contributor	100 Points and above	10
Level 2 Contributor	Between 85 and 100 points	9
Level 3 Contributor	Between 75 and 85 points	8
Level 4 Contributor	Between 65 and 75 points	5
Level 5 Contributor	Between 55 and 65 points	4
Level 6 Contributor	Between 45 and 55 points	3
Level 7 Contributor	Between 40 and 45 points	2
Level 8 Contributor	Between 30 and 40 points	1
Non-Compliant Contributor	Less than 30	0

- (iv) The overall aggregate score for firms qualifying for consideration at Phase 3 evaluation will be used to recommend appointment to the Executive Committee of SAPC.

Description	Maximum points
Functionality	27
Pricing	63
BBBEE	10
Total Points	100