

***SOUTH AFRICAN***



***CIVIL AVIATION  
AUTHORITY***

**REQUEST FOR PROPOSALS**

**TO APPOINT A CONSULTING COMPANY/ AGENCY TO DEVELOP A  
COMPREHENSIVE STAKEHOLDER MANAGEMENT STRATEGY.**

**RFP NO: RFP/ZD/STAKEHOLDERMANAGEMENTSTRATEGY/COMMS/726/2025-2026**

# **TERMS OF REFERENCE FOR THE APPOINTMENT OF A CONSULTING COMPANY/ AGENCY TO DEVELOP A COMPREHENSIVE STAKEHOLDER MANAGEMENT STRATEGY.**

## **1. INTRODUCTION**

The South African Civil Aviation Authority (SACAA) is an agency of the Department of Transport (DoT), established in terms of the Civil Aviation Act, 2009 (Act No.13 of 2009), which came into effect on 31 March 2010. The Civil Aviation Act provides for the establishment of a stand-alone authority, mandated with controlling, promoting, regulating, supporting, developing, enforcing, and continuously improving levels of safety and security throughout the civil aviation industry.

The SACAA's mandate is to administer civil aviation safety and security oversight in the Republic of South Africa, in line with Civil Aviation Authority Act (the Act), and in accordance with the Standards and Recommended Practices (SARPs) prescribed by the ICAO.

The above is achieved by complying with the SARPs of the ICAO, whilst considering the local context. The SACAA, as prescribed by the Civil Aviation Act as well as the Public Finance Management Act (PFMA), 1999 (Act No.1 of 1999) is a Schedule 3A public entity.

## **2. BACKGROUND AND CONTEXT**

Communication and stakeholder engagement play an important role in how stakeholders and the public perceive the SACAA and is pivotal to the successful execution of the SACAA mandate. The two (communication and stakeholder engagement) contribute towards Outcome 5 of the Annual Performance Plan, which is “**Improved Stakeholder Engagement and Service Excellence**”.

This outcome is critical and important to the SACAA when embarking on initiatives that ensure ongoing interaction with stakeholders and receiving feedback on pertinent issues that affect them, in the SACAA's pursuit to execute its legislative mandate. Engaging with stakeholders is equally crucial to the success of the organisation, as it helps translate stakeholder needs to organisational goals and creates the basis of an effective organisational strategy.

To improve internal and external stakeholder engagement, the SACAA must bolster its stakeholder engagement and augment its corporate communications and marketing efforts. This necessitates the development and implementation of a stakeholder management strategy that, among other things, aligns with the new organisation's strategy and mandate while outlining effective engagement mechanisms with key stakeholders.

## **3. INVITATION TO BID**

The SACAA wishes to secure the services of a consulting company/agency to develop a comprehensive 5-year Stakeholder Management Strategy that outlines effective engagement mechanisms for key national and international stakeholders. This follows the adoption of a new organisational strategy, the new Stakeholder Management Strategy must ensure full alignment with both the organisational Strategic Plan.

## 4. DURATION OF SERVICE

The strategy is expected to be developed within three (3) months of the service provider's appointment.

## 5. SCOPE OF WORK

### 5.1 Research and Analysis

- Assess SACAA's current stakeholder engagement landscape.
- Benchmark against best practices from leading global aviation regulators or other aviation-related industries with a similar scope of operations.
- Conduct stakeholder consultations and engagements - internally and externally - with relevant stakeholders.
- Identify challenges, gaps, and opportunities for improvement.

### 5.2 Development of the Stakeholder Management Strategy

- Map SACAA's key stakeholders at the national, regional, and global levels.
- Develop an engagement model for various stakeholder categories.
- Provide mechanisms for continuous stakeholder dialogue and information exchange.
- Align stakeholder management activities with SACAA's Outcomes and other strategic priorities.
- The strategy should detail the process of identifying, analysing, prioritising, and engaging with key stakeholders, outlining the communication methods, engagement activities, and responsibilities for managing stakeholder expectations.

The strategy should include:

#### **Stakeholder Identification and Classification**

Identifying and classifying stakeholders, determining stakeholder power, interest, and influence, and analysing the management approach and communication methodology for stakeholders. This will allow the organisation to identify key influential stakeholders to solicit input for engagement planning and gain support as the engagement progresses.

- List all potential stakeholders, categorised by internal and external groups.
- Include details like individual names, roles, departments, and relevant affiliations.
- Assess each stakeholder's level of interest, power, and potential impact on the project.
- Utilise tools like power-interest grids to categorise stakeholder influence.
- Identify key concerns, expectations, and potential risks associated with each stakeholder group.

#### **Prioritisation**

- Determine which stakeholders require the most attention and proactive engagement based on their influence and potential impact.
- Establish a hierarchy of stakeholders, prioritising critical groups for focused communication.

#### **Stakeholder Engagement Strategy**

The engagement plan will be used by the SACAA to engage relevant stakeholders with a clear purpose to achieve agreed-upon outcomes. This engagement plan is recognised as a fundamental accountability mechanism for involving stakeholders in identifying, understanding, and responding to issues and/or

concerns. A successful bidder will be expected to include a stakeholder engagement plan within the strategy.

- Define specific communication methods for each stakeholder group, including tailored messaging and delivery channels (e.g., meetings, emails, presentations, surveys).
- Outline key engagement activities to address stakeholder concerns, gather feedback, and build relationships.

### **Communication Plan**

- Establish communication frequency and key milestones for updates and information sharing.
- Designate responsible individuals for communication with each stakeholder group.

### **Risk Management**

The organisation recognises that there are risks associated with poor stakeholder relations at different levels of the value chain, including intra- and inter-stakeholder conflicts. While some of these stakeholder conflicts may be indirect, their impact may be direct to operations. Therefore, a structured, proactive stakeholder relations management using a specified model is key to sustainable shared value-based outcomes. The strategy should include:

- Identify potential risks related to stakeholder management, such as conflicts, non-engagement, or negative perceptions.
- Include mitigation strategies to address potential issues and maintain stakeholder support.

### **Monitoring and Reporting**

The organisation will evaluate each engagement's outcome to ascertain its effectiveness. The assessments will be conducted annually, or as and when the need arises to reconsider the frequency of communication employed for specific stakeholders.

- Establish mechanisms to track stakeholder engagement activities and measure their effectiveness.
- Regularly review and update the stakeholder management strategy based on feedback and changing project dynamics.

### **Project Stakeholder Management**

- Outline as part of the strategy, stakeholder management on specific projects.
- Include elements such as communication of project goals, decisions and potential impact.
- Include a corresponding procedure within the organisation's project management cycle.

### **5.3 Development of the Implementation Plan**

The implementation plan should provide a roadmap for executing the strategy, including milestones, responsibilities, and timelines.

- Develop a phased implementation plan to support the delivery of the Stakeholder Management Strategy.

#### 5.4 Presenting the strategy

The successful bidder will be expected to present a summary of findings, strategic recommendations, and an implementation roadmap at five different levels—User Department, Management Committee, Executive Committee, CEO, and the Board Subcommittee—on dates to be confirmed in due course.

### 6. EVALUATION CRITERIA

Bidders will be evaluated in accordance with the Supply Chain Management Policies as well as the Preferential Procurement Policy Framework, 2000 (Act No. 5 of 2000) and the Preferential Procurement Regulations of 2017. The evaluation criteria will consist of the following three (3) phases:

#### 6.1. PHASE 1 – SUPPLY CHAIN MANAGEMENT (SCM) ADMINISTRATIVE MANDATORY COMPLIANCE REQUIREMENTS

Bids received will be verified for completeness and correctness. The SACAA reserves the right to accept or reject a bid based on the completeness and correctness of the documentation and information provided. The set of bid documents must be completed and submitted. **(Non-compliance leads to automatic disqualification, however the SACAA reserve a right to request information/additional documents).**

Bidders are to ensure that they submit the following documentation / information with their bid.

Document	Comments	Compulsory requirement
Proof of registration on the Central Supplier Database (CSD) of National Treasury	Prospective bidders must be registered on the Central Supplier Database (CSD) prior to submitting bids. <b>Please indicate / supply the supplier number.</b>	Yes
SBD 4 (Bidders Disclosure)	Completed and signed	Yes

#### 6.2. PHASE 2 - TECHNICAL AND/OR FUNCTIONALITY EVALUATION

Assessment of Technical / Functional evaluation of the bid will be done in terms of the criteria as stated in the table below.

Bidders should take note of the Criterion, Weighting & Scoring when responding to this bid.

**Table 1: Functionality Evaluation**

FUNCTIONALITY	SUB CRITERIA	POINTS	
		Min	Max
<b>Tactical Approach and Industry Knowledge</b>	<p>Bidders are expected to illustrate their understanding of the scope of work listed above working with a large organisation (corporate or governmental).</p> <p>Bidders are to provide a brief case study of work done for the project, outlining the approach followed, type/ size of the organisation, overall impact of the project and key learnings.</p> <ul style="list-style-type: none"> <li>o Less than Two (2) successful case study provided – 0 points.</li> <li>o Two (2) successful case studies provided – 15 points.</li> <li>o Three (3) or more successful case studies provided - 20 points.</li> </ul>	15	20
	<p>Bidders are expected to submit a project plan that includes methodology, tools and resources to be utilised specifically for this project.</p> <ul style="list-style-type: none"> <li>o Submission of a detailed project plan – 10 points</li> <li>o Submission of methodology to be used – 10 Points</li> <li>o Submission of tools and resources to be used – 10 points</li> </ul>	20	30
<b>References and Company Track record experience</b>	<p>The company/agency must provide dated and signed letters of reference on company letterhead, including the contact person and contact details (telephone number and email address). The references must be for similar work done on the scale of companies the size of the SACAA. The dated references must confirm the track record.</p> <ul style="list-style-type: none"> <li>o Less than three (3) letters – 0 points</li> <li>o Three (3) to five (5) reference letters – 20 points</li> <li>o More than five (5) reference letters – 30 points</li> </ul>	20	30
<b>Project Lead</b>	<p>The Project Lead must have a relevant diploma or degree and a minimum of ten (10) years' working experience in strategy, stakeholder relations and other related fields. A CV must be attached to the technical proposals as proof.</p> <ul style="list-style-type: none"> <li>o A relevant 3-year diploma or degree plus a minimum of ten (10) to fifteen (15) years' working experience in strategy, stakeholder relations and other related fields – 15 points.</li> <li>o A relevant 3-year diploma or degree plus more than fifteen (15) years' working experience in strategy, stakeholder relations and other related fields. – 20 points.</li> </ul>	15	20

Bidders who score **70** points or more out of **100** on 'functionality' will be considered for the next evaluation phase. Any bidder scoring less than 70 points will not proceed to the next round/ phase.

### 6.3. PHASE 3 –PRICE AND B-BBEE EVALUATION

Bidders who comply with the requirements of this bid will be evaluated according to the preference point scoring system as determined in the Preferential Procurement Regulations, 2017 pertaining to the Preferential Procurement Policy Framework Act, Act No 5 of 2000.

For this bid **80** points will be allocated for Price and **20** points for B-BBEE status level of contributor.

The value of this bid is estimated NOT to exceed R50 000 000 (all applicable taxes included) and therefore the 80/20 preference point system shall be applicable.

The following PPPFA formula is used to evaluate price:

$$PS = 80 (1 - Pt - Pmin)$$

Ps = Points scored for price of the bid under consideration.

Pt = Rand value of bid under consideration.

Pmin = Rand value of lowest acceptable bid.

Only bidders that have achieved the minimum qualifying points on functionality will be evaluated further in accordance with the 80/20 preference point system as follows:

Points for this bid shall be awarded for:

- (a) Price; and
- (b) B-BBEE Status Level of Contributor.

The maximum points for this bid are allocated as follows:

	<b>POINTS</b>
PRICE	80
B-BBEE STATUS LEVEL OF CONTRIBUTOR	20
<b>Total points for Price and B-BBEE</b>	<b>100</b>

The SACAA will award preference points to bidders who provide an original or certified copy of a valid B-BBEE Verification Certificate or Affidavit issued by the accredited verification agency.

## POINTS AWARDED FOR B-BBEE STATUS LEVEL OF CONTRIBUTOR

In terms of Regulation 6 (2) and 7 (2) of the Preferential Procurement Regulations, preference points must be awarded to a bidder for attaining the B-BBEE status level of contribution in accordance with the table below:

B-BBEE Status Level of Contributor	Number of points
1	20
2	18
3	14
4	12
5	5
6	6
7	4
8	2
Non-Compliant contributor	0

### 7. SUBMISSION OF BID DOCUMENT

Bid submissions require a three (3) envelope system.

#### 7.1. Envelope 1

- All mandatory documents on Phase 1.

#### 7.2. Envelope 2

- Technical/ Functional proposal on Phase 2.

#### 7.3. Envelope 3

- Pricing schedule and B-BBEE certificate/ Affidavit in Phase 3.

**8 Bid documents shall be hand delivered to SACAA Offices, deposited into the tender box, Building 16, Treur Close, Waterfall Office Park, Bekker Street, Midrand by Friday, 23 May 2025, 11h00.**

## BIDDER'S DISCLOSURE

### 1. PURPOSE OF THE FORM

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

### 2. Bidder's declaration

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest<sup>1</sup> in the enterprise, employed by the state? **YES/NO**

2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

2.2 Do you, or any person connected with the bidder, have a relationship

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<sup>1</sup> the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

with any person who is employed by the procuring institution? **YES/NO**

2.2.1 If so, furnish particulars:

.....  
.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract? **YES/NO**

2.3.1 If so, furnish particulars:

.....  
.....

**3 DECLARATION**

I, \_\_\_\_\_ the \_\_\_\_\_ undersigned, (name)..... in submitting the accompanying bid, do hereby make the following statements that I certify to be true and complete in every respect:

- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium<sup>2</sup> will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring

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<sup>2</sup> Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.

- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....	.....
Signature	Date
.....	.....
Position	Name of bidder