



## REQUEST FOR QUOTATION

For the appointment of a service provider to develop a Data Management Strategy for the South African Civil Aviation Authority (SACAA) for a period of 6 months

### **SPECIAL CONDITION:**

**BIDDERS ARE REQUIRED TO SUBMIT THEIR BIDS ON TIME TO AVOID BEING LATE. OUR NEW OFFICE PARK HAS STRIDENT SECURITY MEASURES THEREFORE EACH BIDDER WILL BE REQUIRED TO MAKE PRIOR ACCESS CODE ARRANGEMENT WITH BETTY ON 082 885 4270 OR CYNTHIA MOTAUNG ON 083 461 6534.**

**RFP Number: RFP/ZD/DMSDEVELOPMENT/DCAs/828/2025-2026/RE-ISSUE**

**Closing Date for submission: Tuesday, 02 December 2025, 11h00**

## **1. INVITATION TO BID**

### **1.1. 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.

### **1.2. Background**

In its 2025–2029 Strategic Plan, the South African Civil Aviation (SACAA) has prioritised strengthening its data management capabilities to become a data-centric organisation that enables consistent data flows within and across organisational boundaries. This strategic shift is intended to ensure that aviation-related data including flight operations, safety and security inspections, air traffic trends, compliance records, and incident reports are collected, stored, and analysed in a structured and reliable manner.

A comprehensive, data-driven approach will enable SACAA to make evidence-based decisions that enhance aviation safety and security, streamline regulatory oversight, improve operational efficiency, and optimise innovation and technological capabilities. By leveraging big data analytics, the Authority can identify risk patterns, monitor compliance with international aviation standards, and implement proactive safety and security interventions.

Effective data management will also strengthen transparency, foster cross-agency collaboration, and improve SACAA's responsiveness to emerging challenges thereby enhancing public and stakeholder confidence in the aviation sector.

To achieve this, the data management strategy must:

- Assess current data management practices and identify gaps relative to the best international practices.

- Provide guidance on how data should be used in practice and determine the types of data required to achieve strategic imperatives.

Given internal capacity constraints, SACAA recognises the need to supplement its expertise with external data management specialists. Contracting a competent service provider will mitigate the limitations of internal resource availability and ensure that the strategy incorporates external perspectives critical to its sustainability.

### **1.3. The purpose**

The purpose of this document is to invite qualified and experienced service providers to develop a Data Management Strategy for the SACAA. The strategy should enable the organisation to make business decisions informed by reliable data insights and ensure optimal utilisation of data to enhance business intelligence and strategic decision-making.

### **1.4. Scope of work**

The appointed service provider will be required to develop a comprehensive Data Management Strategy for SACAA. The strategy must be developed in close consultation with stakeholders and must include the following components:

#### **1.4.1. Requirements Definition and Stakeholder Engagement**

- Engage with key stakeholders across SACAA to capture business and functional requirements.

#### **1.4.2. Data and Architecture Assessment**

- Identify and catalogue available data sources across SACAA.
- Assess the current Enterprise Data Architecture, including data flow, integration methods, and supporting systems.

#### **1.4.3. Gap Analysis**

- Compare the current state of data management and governance against the desired future state.
- Identify strengths, weaknesses, risks, and opportunities.

#### **1.4.4. Use Case Identification and Prioritisation**

- Identify specific use cases that demonstrate how data can support SACAA's regulatory, operational, and strategic objectives.
- Prioritise use cases based on impact, feasibility, and alignment with strategic goals.

#### **1.4.5. Data Management Strategy Implementation Roadmap**

- Formulate a roadmap that:
  - Addresses identified gaps in governance, architecture, and technology.
  - Outlines phased implementation steps.
  - Aligns use cases with the roadmap to ensure practical delivery of value.

#### **1.4.6. Presentation to Executive Committee (ExCo)**

- Prepare and present the draft Data Management Strategy to ExCo for recommendations and approval

### **1.5. Key Deliverables**

The data management strategy must be including the following deliverables:

- Requirements Report summarising stakeholder inputs and defined business and functional requirements.
- Current-State Assessment Report detailing available data sources, architecture, systems, data value chain and data flow
- Gap Analysis highlighting key challenges (capacity and expertise, privacy and cybersecurity and cyberinfrastructure), opportunities and areas for improvement in line with data strategies of some countries.
- Data Management and Governance Gap Analysis Report.
- Use Case Catalogue with prioritisation matrix.
- Data Roadmap document, including timelines, dependencies, and recommended actions.
- Data Management Strategy and ExCo Presentation Pack.

### **1.6. Duration of Contract**

The Data Management Strategy is expected to be finalised within Six (6) months of the service provider's appointment.

## 2. 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 2022. The evaluation criteria will consist of the following three (3) phases:

### 2.1 Phase 1 – Supply Chain Management (SCM) Administrative Mandatory Compliance Requirement

Bids received will be verified for completeness and correctness. 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 bidding documents must be completed and submitted. **(SACAA reserves the right to request information/additional documents if there are any missing from the bidder(s) submission).**

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

### 2.2 Phase 2 – Technical / Functionality Requirements

Assessment of Technical / Functional evaluation of the bid will be done in terms of the criteria as stated in the table below. Bidders must take note of the Criteria, Weighting & Scoring when responding to this bid.

**TABLE 1: FUNCTIONALITY EVALUATION**

FUNCTIONALITY	SUB CRITERIA	MIN	MAX
<b>Methodology and Approach</b>	<p>Bidders are required to provide a comprehensive project execution plan which includes methodology and approach that demonstrates their ability to deliver a high-quality Data Management Strategy for SACAA. The methodology must reflect a structured, phased, and standards-aligned project plan and should include, but not be limited to, the following elements:</p> <ul style="list-style-type: none"> <li>• <b>Requirements Definition and Stakeholder Engagement:</b> Clear stakeholder mapping, structured consultations (interviews, workshops, surveys), and requirements traceability ensuring business and functional needs are captured across SACAA – <b>5 points.</b></li> <li>• <b>Project Planning:</b> A detailed project schedule – <b>10 points.</b></li> <li>• <b>Data and Architecture Assessment:</b> Comprehensive identification and cataloguing of data sources; review of current enterprise data architecture, data flows, integration methods, and supporting systems; maturity assessment against industry standards – <b>5 points.</b></li> <li>• <b>Gap Analysis:</b> Comparison of SACAA's current data management practices against desired future state; identification of strengths, weaknesses, risks, and opportunities; development of a Data Risk Register – <b>5 points.</b></li> </ul>	30	40

	<ul style="list-style-type: none"> <li>• <b>Use Case Identification and Prioritisation:</b> Identification of use cases aligned to SACAA's regulatory, operational, and strategic objectives; prioritisation based on feasibility, impact, and alignment with strategic goals; validation through participatory workshops – <b>5 points.</b></li> <li>• <b>Data Management Strategy and Implementation Roadmap:</b> Development of a phased roadmap addressing governance, architecture, and technology gaps; integration of prioritised use cases into roadmap; alignment with SACAA's strategic objectives to ensure delivery of measurable value – <b>5 points.</b></li> <li>• <b>Presentation to Executive Committee (ExCo):</b> Preparation of a professional presentation of the draft strategy and roadmap to ExCo; capturing of feedback and integration into the final deliverable for approval – <b>5 points.</b></li> </ul>		
<b>Client Referrals</b>	<p>At least five (5) years' experience the company has been developing Data Management Strategies. A bidder, to submit signed reference letters in client's letterhead where these services Data Management, or similar services were rendered for a period not longer than 5 years ago. The <b>reference letter</b> should include the following:</p> <ul style="list-style-type: none"> <li>• Must be in a letterhead with the name of the company where service was rendered.</li> <li>• Contact details of the client for verification</li> <li>• Duration of the contract/project</li> <li>• When was the contract awarded</li> </ul> <p>Points on submission of contactable reference letters will be allocated as follows:</p>	10	20

	<ul style="list-style-type: none"> <li>• Five (05) signed reference letters from different clients submitted – <b>20 points</b></li> <li>• Four (04) signed reference letters from different clients submitted – <b>15 points</b></li> <li>• Three (3) signed reference letters from different clients submitted – <b>10 points</b></li> <li>• Less than Three (03) signed reference letters from different clients submitted – <b>0 points</b></li> </ul>		
--	--	--	--



<b>Project Resources</b>	<p>Bidders are required to provide experienced and qualified project lead and project team members. Bidder to provide certified copies (not older than 6 months) of qualifications and CVs of project lead and project team members. The CVs should clearly indicate years of experience in Data Management, or similar services.</p> <p>Bidders are required to clearly indicate in their bids the project lead, the SACAA will not award points for bids not clearly indicating the project Lead and project team members.</p> <p><b>a. Qualifications of the Project Lead</b></p> <p>The Project Lead must have at least an NQF 7 in Computer Science, Information Systems, Statistics, Information Technology, Data Science, Azure Data Fundamentals certificates and/or Master DAMA certification.</p> <p>Points on submission of certified copies of qualifications will be allocated as follows:</p> <ul style="list-style-type: none"> <li>• Certified formal qualification, in any of the above qualifications – <b>10 points</b></li> </ul> <p><b>b. CV indicating experience of the project lead</b></p> <p>The project leader must have a minimum of five (5) years of experience in Data Management or similar experience. CVs should clearly indicate years of experience in Data Management or similar services.</p> <p>Points on submission of CV indicating experience of the project lead will be allocated as follows:</p> <ul style="list-style-type: none"> <li>• 5 years and more of experience in Data Management or similar experience – <b>10 points</b></li> <li>• Less than 5 years in Data Management or similar experience – <b>0 points</b></li> </ul>	30	40
--------------------------	--	----	----

	<p><b>c. Qualification of project team members</b></p> <p>The project team members must have a NQF 6 in Computer Science, Information Systems, Statistics, Information Technology, Data Science, Azure Data Fundamentals and or d90 Master DAMA and/or any other related qualification.</p> <p>Points on submission of certified copies of qualifications will be allocated as follows:</p> <ul style="list-style-type: none"> <li>• Certified formal qualification, in any of the above qualifications = <b>10 points</b></li> <li>• Less than 5 years in Data Management or similar experience = <b>0 points</b></li> </ul> <p><b>d. CV indicating experience of the project team</b></p> <p>The project team must have a minimum of three (3) years of experience in Data Management or similar experience. CVs should clearly indicate years of experience in Data Management or similar services.</p> <p>Points on submission of CV indicating experience of the project team members will be allocated as follows:</p> <ul style="list-style-type: none"> <li>• 3 years and more of experience in Data Management or similar experience = <b>10 points</b></li> <li>• Less than 3 years in Data Management or similar experience = <b>0 points</b></li> </ul>		
<b>Total</b>		<b>70</b>	<b>100</b>

Bidders who score **70** points or more out of 100 on functionality will be considered for the next phase. Any bidder scoring less than a minimum of **70** points will be disqualified and will not be considered further in the next phase.

### 2.3 Phase 3 – Price and Specific Goal 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, 2022 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 Specific Goal.

2.3.1. This tender will be evaluated using the 80/20 preferential point system. The following PPPFA formula will be used to evaluate price:

$$P_s = 80 \left( 1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

$P_s$  = Points scored for price of the bid under consideration.

$P_t$  = Rand value of bid under consideration.

$P_{\min}$  = 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 must be awarded for:

- (a) Price; and
- (b) Specific Goal.

The maximum points for this bid are allocated as follows:

PRICE AND SPECIFIC GOALS	POINTS
PRICE	80
SPECIFIC GOAL	20
Total points for Price and SPECIFIC GOAL	100

### 2.4 Points Awards for a Specific Goal

In terms of the Preferential Procurement Regulations 2022, points will be awarded for specific goal in accordance with the table below:

SPECIFIC GOALS (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

Bid submission requires a one (1) Envelope system. No memory sticks.

2.4. ENVELOPE 1 (ADMINISTRATIVE DOCUMENTS IN PHASE 1, TECHNICAL EVALUATIONS IN PHASE 2 & PRICE AND B-BBEE IN PHASE 3)

- All mandatory documents in Phase 1
  - Technical / Functional proposal in Phase 2
  - Pricing schedule and B-BBEE certificate or Affidavit in Phase 3.
3. The bidders should provide a comprehensive price breakdown. All prices must be inclusive of VAT and any other costs that we need to be aware of.
4. Bid documents must be submitted as indicated in clause 4 above and be sent as follows:

**All bid submissions should be hand delivered to SACAA Offices at No. 11 Byls Bridge Boulevard, Byls Bridge Office Park, Doornkloof, Centurion 0062**

**ANNEXURE A**  
**PRICING SCHEDULE**

ITEM	DESCRIPTION	FREQUENCY	QTY	UNIT PRICE EXCL. VAT	TOTAL PRICE (EXCL. VAT)
1	Inception Report and Project Plan	Once-off	1		
2	Current State Assessment Report	Once-off	1		
3	Data governance framework, Target data architecture report, data quality framework, metadata management framework, Data lifecycle management framework, MDM and Reference data framework, Data privacy and compliance framework, Target operating model document, Gap Analysis report	Once-off	1		
4	Draft Data Management Strategy Document & 3-year Roadmap Presented to ExCo	Once-off	1		
5	Final Data Management Strategy Presented to ExCo for approval.	Once-off	1		
<b>Total Price Excluding VAT</b>					
<b>15% VAT</b>					
<b>Total Price Including VAT</b>					