

Title	Request for Proposal: Just Culture
RFQ	SP 012-23
Validity Period	90 days
RFQ Open	08 August 2023
RFQ Closes	23 August 2023
SAAT Business Unit	HRD and Training
E-Mail	mmapitsokhoetha@flysaa.com

**SAAT requests your quotation for the** Appointment a Service provider to implement a Just Culture at SAA Technical. **Please furnish all information as requested and return your quote on/before the date stipulated. Late and incomplete submissions may invalidate the quote submitted.**

NAME OF VENDOR: .....

POSTAL ADDRESS: .....

TELEPHONE NO.: .....

CELL NO: .....

E MAIL ADDRESS: .....

CONTACT PERSON: .....

**This RFQ (Request for Quotation) will be evaluated on Critical, Functional and Pricing and BBBEE criteria as per clause 2**

## 1. REQUIRED DOCUMENTATION TO BE ATTACHED

**a) SARS Tax Clearance Certificate (or proof of application for same where applicable)**

*Please note new National Treasury instruction for national and international Service Providers' compliance:*

<http://www.treasury.gov.za/legislation/pfma/TreasuryInstruction/Treasury%20Instruction%203%20of%202014%202015%20on%20Tax%20Clearance%20Certificates.pdf>

**b) Service Provider are to provide relevant documentation in support to the Evaluation Criteria.**

## 2. CONDITIONS

- The final terms and conditions are subject to negotiations and issuance of an offer to purchase to the successful Service Provider.
- Final payment terms will be negotiated with the successful Service Provider before awarding the RFQ.



- The Service Provider shall provide its best price in the RFQ. This price will be considered together with all other relevant criteria in the quote. The validity period Will be 180 days
- The RFQ shall be awarded, whether in whole or in part, at the sole and absolute discretion of SAAT. SAAT hereby represents that it is not obliged to award this RFQ to any Service Provider. SAAT is entitled to retract this RFQ at any time as from the date of issue. SAAT is not obliged to award this RFQ to the Service Provider that quotes the best price. In the event, that SAAT does make an award and should the successful Service Provider then fail to honor its quote, such Service Provider shall be liable to SAAT for any damages SAAT may incur as, a result of such breach.
- The Service Provider shall be disqualified from quoting if any attempt is made either directly to solicit and/ or canvass any information from any employee or agent of SAAT regarding this RFQ from the date the offer is submitted until the date of award of the RFQ.
- SAAT will adjust any arithmetical errors found in the Quotation and shall advise the Service Provider accordingly.
- Quotations and any information contained within will be treated as confidential and will not be disclosed to any third party - including other Service Providers.

The successful Service Provider shall:

- Provide services in accordance with the scope of services, at the negotiated prices and in accordance with the agreed timeline;
- Enter into a non-exclusive agreement when requested to do so by SAAT within the stipulated period;
- Be liable for all additional expenses incurred by SAAT in having to call for RFQ's afresh and/ or accepting any less favorable Quote in the event that the Service Provider fails to enter into an agreement with SAAT timeously.



- The RFQ will be evaluated in line with the “Preferential Procurement Policy Framework Act Regulations of 2011”

The following preference point systems are applicable to all RFQs:

- the 80/20 system for requirements with a Rand value of up to R4 000 000 (all applicable taxes included); and
- the 90/10 system for requirements with a Rand value above R4 000 000 (all applicable taxes included).

Preference points for this RFQ shall be awarded for:

- (a) Price; and
  - (b) B-BBEE Status Level of Contribution
- All prices quoted must be exclusive of Value Added Tax (VAT).

### **3. BACKGROUND**

The SAA Technical (SAAT) is a maintenance, repair and overhaul organization situated at OR Tambo International Airport.

The Service provider who will be assisting SAAT with proper guidance and implementation of addressing change management within the organization, more specifically addressing a 'fair and just culture. This intervention must look at all factors influencing the safe implementation of the policy to avoid SAAT having to incur costs related to risks which causes damage to aircraft, related equipment and spares.

This is intended to eventually minimise the amount of incidents within the organization and inevitably reduce unwarranted repair costs due to damage.

Individuals or institutions are required to assess the culture within our country and the organization and to ensure that we have a good baseline, understanding all factors, which have potential to influence the safe implementation of this culture within SAA Technical. Adequate research must be conducted to have

detailed insight into every aspect of this requirement. SAAT cannot have a situation whereby we rollout the initiative in an attempt to address just culture, only to find out that the intervention is misaligned and does not achieve what was intended. We are therefore requiring thorough focus to be placed on all contributing factors and for a tailor made solution to initiate the change management that is required for a safe maintenance environment.

## PHASE 1: CRITICAL EVALUATION CRITERIA

The Service Providers will be evaluated against the following criteria: Service Providers must fully comply with all critical criteria listed below; failure to comply will lead to disqualification. The table below is required to submit with your PROPOSAL documents in order to comply with the evaluation of the critical Criteria.

NO.	DESCRIPTION	BIDDER TO INDICATE COMPLIANCE (YES / NO)
	<b>CRITICAL CRITERIA:</b> Non-weighted, mandatory requirements to be met, for the bidder's submission to qualify. Bidders, who do not meet all the below mentioned requirements will be disqualified:	
1	<input type="checkbox"/> <b>Experience</b> – The bidder must have conducted a Just Culture project in at least three (companies) within the past five years, within a highly regulated industry i.e. engineering, transport sector, etc.	
2	<input type="checkbox"/> <b>Proposed Methodology</b> – Bidder must submit a methodology Bidders must demonstrate thorough understanding of the project, its tasks, project timelines and deliverables. Bidders must provide a detailed proposal of the methodology to be used to carry out the scope of work outlined above and clearly demonstrate how the project deliverables will be achieved, including the implementation of the Just Culture outcomes.	

3	<input type="checkbox"/> <b>Availability</b> - The Bidder must commit to start the project within two weeks after award of the tender.	
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## PHASE 1: FUNCTIONAL EVALUATION CRITERIA

NO.	DESCRIPTION	SCORE/WEIGHT
1	<p><input type="checkbox"/> <b>Demonstrable Experience:</b> The bidder must have demonstrable experience The bidder must have conducted a Just Culture project in at least three (3) companies within the past 5-years, within highly regulated industry i.e. Engineering, Transport sector, etc.</p> <p><b>Note:</b> The following scoring matrix will be used to evaluate this criterion:</p> <ul style="list-style-type: none"> <li>• Three (3) projects in three companies that were executed for an organization of similar size (30 points).</li> <li>• Two (2) projects in two companies that were executed for an organization of similar size (20 points).</li> </ul>	30
2	<p><input type="checkbox"/> <b>Experience of the Proposed Team:</b> The Bidder's proposed project team must have a mixture of relevant skills and experience in various sectors especially Global Aviation Just Culture. Training coupled with large-scale Just Culture implementation in South Africa with a deep understanding of South Africa laws. The Bidders must submit, as part of its proposal, the following:</p> <ul style="list-style-type: none"> <li>• The structure and composition of the proposed team, clearly outlining the main disciplines/ specialties appropriate for this project and the key personnel to be responsible for each specialty and the responsible area. The project team leader/s should have played key roles in at least one similar project which should be for Engineering, transport, etc. with aviation industry being the advantage</li> </ul>	30

	<ul style="list-style-type: none"> <li>CVs of the key project team members, and the CVs must clearly highlight the areas of experience/competence relevant to the tasks and objectives of the assignment as outlined above.</li> </ul> <p><b>A full score of 30 points will be allocated if the proposed team has the skills and experience to execute the scope of work. Zero points will be allocated if the proposed team does not have skills and experience as indicated above.</b></p>	
3	<p><input type="checkbox"/> <b>Proposed Methodology:</b> Bidders must demonstrate thorough understanding of the project, its tasks, project timelines and deliverables. Bidders must provide a detailed proposal of the methodology to be used to carry out the scope of work outlined above and clearly demonstrate how the project deliverables will be achieved, including the implementation of the organization design outcomes.</p> <p><b>The proposed methodology must demonstrate how Just Culture implementation and change management will be conducted.</b> A schedule of project timelines and deliverables must also be provided.</p> <p><b>Note:</b> The following three (3) point scale will be used to score the bidder's proposed methodology, timelines and deliverables:</p> <ul style="list-style-type: none"> <li>0 - Do not meet expectations</li> <li>10 - Partially meet expectations</li> <li>20 - Meets expectations</li> </ul>	20
4	<p><b>Transfer of knowledge and experience:</b> Bidders must have the ability to work closely with SAA, to transfer knowledge and experience to ensure value long after the project is complete.</p>	20

	<ul style="list-style-type: none"> <li>• Full plan for knowledge transfer and handover to business during close out of project must be provided (20 points)</li> <li>• Zero (0) points will be allocated if the bidder does not provide a full plan for knowledge transfer and experience.</li> </ul>	
5	<b>TOTAL:</b>	100
	<b>THRESHOLD</b> (informed by potential Risk), established out of 100 points assigned to Functionality):	
<b>THRESHOLD</b>		75

Please provide pricing in Excel spreadsheet.

#### **PHASE 3: Price and BBBEE Evaluation**

PRICE	80
BBBEE	20
<b>TOTAL</b>	<b>100</b>

#### **4. SUBMISSION OF RFQS**

The RFQ pricing and required documents must be **clearly addressed via e-mail to:**  
[mmapitsokhoetha@flysaa.com](mailto:mmapitsokhoetha@flysaa.com) , not later than, 21 August 2023 at 16H00. **(GMT + 2 hours)**

All the questions should be forwarded to the Project Manager not later than 23 August 2023 at the following address: [mmapitsokhoetha@flysaa.com](mailto:mmapitsokhoetha@flysaa.com).

## **5. GENERAL TERMS AND CONDITIONS RFQ**

### **a. Indemnify SAAT**

SAAT shall not be responsible for payment of wages and or any other emoluments to the staff/workers of the Service Provider so deployed and it shall be the sole responsibility of the Service Provider to make payment to the said staff/workers in time and the Service Provider shall at all-time keep SAAT indemnified against any claim from its staff/workers in this regard. The Service Provider shall indemnify SAAT to make good any claim/penalty/loss or damages including costs thereof in respect of any breach or violation on any of the provisions of any law including labour laws governing the Service Provider's employees or contractors. In case of failure to make good above losses/expenses to SAAT, the same shall be claimed from the Service Provider.

### **b. Arbitration Clause**

Any dispute which arises between the Service Provider and SAAT shall be negotiated with each other in good faith and shall use commercially reasonable endeavours to resolve such dispute within 15 (fifteen) business days of the dispute being declared. Should the Service Provider and SAAT be unable to resolve a dispute in accordance with the foregoing, any one of the parties may refer the matter to arbitration.

The arbitration will be held as an expedited arbitration in Johannesburg in accordance with the AFSA Rules for Expedited Arbitrations by 1 (one) arbitrator appointed by written agreement between the parties, including any appeal against the arbitrator's decision. If the parties cannot agree on the arbitrator or appeal arbitrators within a period of 10 (ten) business days after the referral of the dispute to arbitration, the arbitrator and appeal arbitrators shall be appointed by the Secretariat of AFSA, who shall administer and manage the arbitration proceedings.





**c. JURISDICTION**

This Agreement will in all respects be governed by and construed under the laws of the Republic of South Africa.

**Submissions to reach SAAT by 16h00 on Wednesday, 23 August 2023. (GMT + 2 hours)**

SIGNATURE OF Service Provider: \_\_\_\_\_

CAPACITY: \_\_\_\_\_