



Specification for

For the Development and Implementation of a Staff Change Management Program focused on improving understanding and implementation of Service Level Standards within the SACAA for a period of 6 Months

RFQ No: RFQ/KM/IMPLEMENTATIONOFSTAFFCHANGE/827/2025-2026

Closing Date and Time for Submission:

Friday the 26th of September 2025 @ 11 am

1. INTRODUCTION

The South African Civil Aviation Authority (“SACAA”) is a Schedule 3A public entity in terms of the Public Finance Management Act (“PFMA”). SACAA was established on the 1st of October 1998, following the enactment of the now repealed South African Civil Aviation Authority Act, 1998 (Act No.40 of 1998). The aforementioned Act was repealed as a whole by the Civil Aviation Act, Act 2009, and (Act No.13 of 2009). SACAA is an agency of the Department of Transport.

The Civil Aviation Act, Act 2009, (Act No.13 of 2009) 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 above is to be achieved by complying with the Standards and Recommended Practices of the International Civil Aviation Organisation 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. INVITATION TO RFQ

The South African Civil Aviation Authority (SACAA) invites suitably qualified and experienced service providers to submit proposals for the design and implementation of a **Staff Change Management Programme** focused on **Service Level Standards**, to be delivered **over a six (6) month period**.

The appointed service provider will be responsible for the **end-to-end development, execution, and initial handover** of the programme, ensuring alignment with SACAA’s broader service improvement objectives.

Background

The South African Civil Aviation Authority (SACAA) has identified the improvement of adherence to its **Service Level Standards (SLS)** as a strategic imperative. To support consistent application, monitoring, and enhancement of these standards, SACAA has developed comprehensive SLS frameworks that define and guide turnaround times for services across all departments.

However, implementation of these standards across the organisation’s business divisions has been inconsistent, resulting in negative impacts on service delivery and stakeholder satisfaction. To address this challenge, a **structured Change Management Programme** is required to embed a culture of accountability, timely service delivery, and continuous performance improvement.

Accordingly, SACAA seeks to appoint a suitably qualified and experienced service provider to **design, develop, and implement a comprehensive Change Management Programme** over a six (6) month period.

The programme will target all SACAA staff across all divisions, with the objective of driving behavioural and operational change aimed at institutionalising the consistent implementation of

the organisation's Service Level Standards, with particular emphasis on the tracking and monitoring of turnaround times.

3. SCOPE OF WORK

A key focus is to ensure that all role players are part of the journey; enabling the staff with the knowledge and ability to effectively understand the importance of Service Level Standards , adherence to turn around times and utilizing the SLS's to align with clients' needs of continuous improvement in service delivery.

Objectives of this Change Management Program:

The key objectives of this program are to:

- Identify challenges and dependencies causing non-adherence to SLS's.
- Drive behavioural change to promote compliance with turnaround times.
- Create awareness and understanding of Service Level Standards
- Embed a culture of accountability and performance monitoring.
- Enable staff to adopt tools and processes for tracking and monitoring SLS.

The Proposal

The selected service provider will be required to submit a detailed proposal with information on the Change Management Programme, including all the requirements of the SACAA as indicated (but not limited to):

- Through transparent communication and, a targeted intervention, the Change Management Program must be impactful providing solutions that enhance operational efficiency and effectiveness.
- The Change Management programme must be agile and responsive to evolving business circumstances to ensure that outcomes are optimised to drive sustainable transformation with the SACAA.
- Offering ongoing support for any additional clarification or follow-up sessions as required.
- Drive a culture of service excellence and accountability for service offered by the organisation.

Programme Design and Development

- Conduct a change readiness assessment.
- Engage with key stakeholders to customise programme content.
- Develop a structured change management programme aligned with SACAA's strategic goals.
- Design communication and relevant program materials (digital and print).
- Develop a change management toolkit for ongoing internal use.

Programme Implementation

- Facilitate workshops/sessions for all SACAA divisions (virtual and in-person).
- Deliver change management interventions for employees and management.
- Implement communication campaigns to reinforce key messages.
- Introduce practical tools for SLS tracking and monitoring.
- Provide leadership alignment and support initiatives.

Monitoring, Evaluation, and Reporting

- Measure progress through feedback, surveys, and performance metrics.
- Submit monthly progress reports.
- Present a final close-out report with lessons learned and sustainability recommendations.

Target Audience

The Change Management Programme must be delivered to all SACAA employees, across all levels and divisions (approximately 550 employees). The service provider will also be expected to engage EXCO and Management in the process.

Duration of Service

The programme must be implemented over a period of **six (6) months** from the date of appointment.

4. PROPOSAL SUBMISSION REQUIREMENTS

Bidders are required to submit a comprehensive proposal that addresses all elements of the scope of work and clearly demonstrates Bidder's capability to deliver the services required.

Technical Expertise of the Service Provider

The service provider must demonstrate:

- Proven experience in organisational management within the public sector or regulated industries.
- Expertise in service delivery improvement and performance management.
- Strong facilitation and communication skills.
- Capacity to deliver national-level interventions across multiple staff levels.

Relevant experience in the development and implementation of a change management programme, specific to turn-around times for services offered in an organisation or regulatory environment. Furthermore, the service provider is to allow the SACAA to contact the relevant references to confirm the validity of work experience, implementation skills and post-implementation support.

Qualifications of Key Personnel

- Submit detailed CVs and the qualifications of all key personnel who will be involved in the project.
- Demonstrate relevant expertise in behavioural psychology, organisational development, change management, and facilitation.
- Indicate experience in delivering change management initiatives to diverse employee groups across organisational hierarchies.

Project Management and Quality Assurance

- Submit a detailed project plan with timelines, milestones, and resource allocation.
- Outline your implementation approach, including stakeholder engagement and progress tracking.
- Describe your quality assurance methodology, including monitoring tools, feedback mechanisms, and how implementation effectiveness will be evaluated and reported.

5. 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:

5.1 Phase 1: Supply Chain Management (SCM) Administrative Mandatory Compliance Requirements

RFQ documents received will be verified for completeness and correctness. The SACAA reserves the right to accept or reject the RFQ based on the completeness and correctness of the documentation and information provided. The set of RFQ documents must be completed and submitted. **(SACAA reserves the right to request information/additional documents if there are any missing from the Bidders submission)**. Bidders are to ensure that they submit and are in compliance with the following in their RFQ response.

Documents	Comments	Compulsory
Proof of registration on the Central Supplier Database (CSD) of National Treasury	Prospective bidders must be registered on the CSD prior to submitting their RFQ. Submit CSD Report or CSD Supplier Number	Yes
SDB 3 (Pricing)	Fully Completed	Yes
SBD 4 (Bidders Disclosure)	Fully Completed and Signed	Yes

SBD 6.1 (Preferential Procurement Points)	Fully Completed and Signed	Yes
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5.2 Phase 2 - Technical Evaluation Plan (Part 1 and Part 2)

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

TABLE 1: Technical Evaluation: Staff Change Management Program

TECHNICAL EVALUATION			
SUB-CRITERIA	DESCRIPTION	POINTS	
		MIN	MAX
Proposal & Implementation Plan	<p>Bidder is required to submit a detailed proposal, accompanied by a detailed approach to implementing the program. The implementation should include the following but not limited to:</p> <ol style="list-style-type: none"> 1. Proposed Changed Management Methodology and approach to be used 2. Draft content for the program 3. Order of project activities (draft project plan) with clear delivery timelines <ol style="list-style-type: none"> i. Bidder submitted detailed methodology and approach, draft content and project plan = 30 Points ii. Bidder submitted detailed methodology and approach, draft content = 20 Points 	20	30
Company Experience	<p>Bidder must provide a brief company profile indicating or demonstrating the company's experience in offering Change Management Program development and implementation.</p> <ol style="list-style-type: none"> i. Submitted Company Profile showing experience of more than eight (8) years = 20 Points ii. Submitted Company Profile showing a minimum of Five (5) – Eight (8) years' experience = 15 Points 	15	20

Resources	<p>Bidder must illustrate capacity and relevant experience to undertake the project, by providing CVs of the team to be assigned to the project, including current accreditation.</p> <ul style="list-style-type: none"> i. Provide Project Lead CV indicating relevant Change Management and project team CV's, showing relevant accreditation and project team CV's showing relevant qualifications and facilitation experience. <ul style="list-style-type: none"> - Accreditation with relevant institution of 10 years or more in delivering Change Management programs = 30 Points i. Provide Project Lead CV indicating relevant Change Management and project team CV's, showing relevant accreditation and project team CV's showing relevant qualifications and facilitation experience. <ul style="list-style-type: none"> - Accreditation with relevant institution of 5-10 years in delivering Change Management programs = 20 Points 	20	30
References	<p>Bidder must provide reference letters from previous clients for whom a Change management Programme was delivered. The reference letters must be for work done in the last ten (10) years and must include:</p> <ol style="list-style-type: none"> 1. Duration of program (Start and End Date) 2. Company Name 3. Company Letter Head 4. Contact person 5. Contact Telephone number and or email <ul style="list-style-type: none"> i. More than four (4) reference letters provided = 20 Points ii. Two (2) – four (4) reference letters provided = 10 Points. 	10	20
	TOTAL POINTS FOR TECHNICAL EVALUATION	65	100

Bidders who score 65 or more points on functionality will be considered for presentation evaluations. Any bidder scoring less than a minimum of 70 points will not be considered further.

5.3 Phase 3 - Price and specific goal evaluations

Bidders who comply with the requirements of this RFQ 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, 2000 (Act No 5 of 2000).

For this RFQ 80 points will be allocated for Price and 20 points for Specific Goal.

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 RFQ under consideration.

P_t = Rand value of RFQ under consideration.

P_{\min} = Rand value of lowest acceptable RFQ.

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 RFQ shall be awarded for:

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

The maximum points for this RFQ are allocated as follows:

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

POINTS AWARDED FOR A SPECIFIC GOAL

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

SPECIFIC GOALS	Number of points
100% Black ownership	20
51% Black ownership	10
50 - 30% Black ownership	5
0% Black ownership	0

6. NON - COMPULSORY SITE VISIT TO THE NEW SACAA BUILDING

There will be no briefing session and any service provider that may seek further clarity can send their queries Ms. Ntombizodwa Duma at duman@caa.co.za to seek any clarity on the RFQ document. All requests must be submitted via email.

7. SUBMISSION OF RFQ DOCUMENT

The RFQ submission requires a three (3) envelope system as per Section 5 of the evaluation criteria.

Envelope 1 – Mandatory documents

All mandatory documents on Phase 1.

Envelope 2 – Technical Proposal

Technical proposal (1 original and copy).

Envelope 3 – Price and Specific Goals

The pricing schedule shall be submitted on a separate envelope from the technical proposal for ease of evaluation, as these will be evaluated separately (**1 original and 1 copy**). Bidders are required to submit neat and bound documents, as SACAA will not be held responsible for any loss of documents whatsoever.

RFQ documents shall be submitted in a sealed envelope and/or package clearly marked with the RFQ reference number as per the RFQ advertisement and bidder company name, and be deposited in the tender box situated at the foyer of the SACAA head office, and addressed as follows:

All RFQ submissions should be deposited or delivered to our Tender Box on or before 11:00 a.m. on the closing date of Friday the 26th September 2025

Attention: Supply Chain Department
South African Civil Aviation Authority

**Byls Bridge Office Park
Olievenhoutbosch Road & Jean Ave
Centurion
0062**

BIDDERS ARE REQUIRED TO SUBMIT DOCUMENTS ON TIME TO AVOID BEING LATE. OUR NEW OFFICE PARK HAS STRINGENT SECURITY MEASURES. EACH BIDDER WILL BE REQUIRED TO OBTAIN AN ACCESS CODE TO ENTER THE OFFICE PARK.

TO RECEIVE THE ACCESS CODE PRIOR ARRANGEMENTS MUST BE MADE BY FILLING IN THE ATTACHED GATE ACCESS CODE FORM OR BY CONTACTING SENDING AN EMAIL REQUESTING FOR AN ACCESS CODE TO gateaccess@sacaa.co.za TO OBTAIN THE ACCESS CODE FOR THE OFFICE PARK.