

SOUTH AFRICAN



***CIVIL AVIATION
AUTHORITY***

REQUEST FOR PROPOSALS

**TO APPOINT A CONSULTING COMPANY/ AGENCY TO DEVELOP A
COMPREHENSIVE INTERNATIONAL RELATIONS STRATEGY AND POLICY.**

RFP NO: RFP/ZD/IRSTRATEGY&POLICY/COMMS/727/2025-2026

TERMS OF REFERENCE FOR THE APPOINTMENT OF A CONSULTING COMPANY/ AGENCY TO DEVELOP A COMPREHENSIVE INTERNATIONAL RELATIONS STRATEGY AND POLICY.

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

South Africa has established itself as a progressive leader in regulatory oversight within the civil aviation sector and this is duly reflected in the country's above global average Effective Implementation (EI) score. Sustaining this progress requires a deliberate focus on strategic growth and proactive engagement in emerging aviation issues.

The organisation's ambition is not merely to keep pace with global advancements but to position itself as a thought leader in policy formulation and regulatory oversight. Regulatory oversight forms the foundation of SACAA's effectiveness. The organisation must actively monitor global trends and participate in key discussions to remain relevant and influential. Identifying and leveraging strategic platforms and partnerships is essential to ensuring that SACAA's contributions are both impactful and aligned with national priorities. Achieving this requires SACAA, on behalf of South Africa, to expand its scope of influence by identifying and utilising key platforms and networks.

Building a robust network of experts and fostering strategic partnerships are essential for ensuring South Africa remains informed about global developments in civil aviation. This proactive approach will enable the organisation to anticipate regulatory trends and implement measures tailored to South Africa's unique needs. By actively participating in critical discussions and establishing itself as a meaningful contributor, SACAA can ensure its policies and regulations are both relevant and practical, further enhancing its reputation on the global stage.

Given the local and international context within which the SACAA and the South African civil aviation industry operate, a need arose to develop and implement a comprehensive and robust international relations strategy that guides and coordinates the organisation's efforts.

3. INVITATION TO BID

The SACAA wishes to appoint a consulting company/ agency to develop an international relations strategy and policy in consultation with the Department and other relevant stakeholders. The International Relations strategy and policy will provide a structured approach to SACAA's participation in global aviation engagements, ensuring alignment with the organisation's strategic outcomes.

4. DURATION OF SERVICE

The strategy and policy are expected to be developed within six (6) months of the service provider's appointment.

5. SCOPE OF WORK

5.1 Research and Analysis

- Assess SACAA's current international relations 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 the Department of Transport and other relevant entities.
- Identify the strengths, weaknesses, opportunities and threats in the current aviation landscape.
- Consider the effectiveness and alignment of current regulations and national and international policies.

5.2 Development of the International Relations Strategy and Policy

- Define SACAA's role and positioning in international aviation regulatory affairs.
- Identify priority international partnerships, regulatory bodies, and working groups.
- Develop a framework for SACAA's participation in global aviation activities.
- Establish key performance indicators (KPIs) to measure impact and effectiveness.
- The strategy should detail the SACAA's overarching approach to engaging with the global community, outlining its key priorities, diplomatic considerations, and policy objectives across various areas directly and/or indirectly relevant to the civil aviation space, while considering national interests, regional dynamics, and the broader international landscape.
- The overarching Policy should be developed in alignment with the strategy.

5.3 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.

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

5.4 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 International Relations Strategy.

5.5 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. KEY DELIVERABLES

This project shall produce the deliverables listed below.

- Submit weekly progress reports and set up biweekly meetings (or as and when required)
- Design a methodology framework, strategy, and policy.
- Data collection, capturing and analysis
- Develop an interim/ preliminary strategy and policy and present it to the SACAA and selected key industry stakeholders for comments.
- Produce the final strategy and policy and present it to the SACAA and select key stakeholders for comments.
- Develop a phased implementation plan to support the delivery of the International Relations Strategy.
- Establish mechanisms to track international relations activities and measure their effectiveness.

7. 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 reserves the 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. Please indicate / supply the supplier number.	Yes
SBD 4 (Bidders Disclosure)	Completed and signed	Yes

6.2. PHASE 2 - TECHNICAL AND/ 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
Tactical Approach and Industry Knowledge	Bidders are expected to illustrate their understanding of the scope of work listed above working with a large organisation (corporate or governmental). Bidders are to provide a brief case study/portfolio of work done on previous project, outlining the approach followed, type/ size of the organisation, overall impact and key learnings. - o Less than Two (2) successful case study/ portfolio provided – 0 points. - o Two (2) successful case studies/ portfolio provided – 15 points. - o Three (3) or more successful case studies/portfolio provided - 20 points.	15	20
	Bidders are expected to submit a project plan that includes methodology, tools and resources to be utilised specifically for this project. - o Submission of a detailed project plan – 10 points - o Submission of methodology to be used – 10 Points - o Submission of tools and resources to be used – 10 points	20	30
References and Company Track record experience	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. - o Less than three (3) letters – 0 points - o Three (3) to five (5) reference letters – 20 points - o More than five (5) reference letters – 30 points	20	30
Project Resources	Demonstrate Capacity to execute the project and available resources (Attach CV's) Illustrate capacity to undertake the project, by providing CVs of the team to be assigned to the project, including their positions and experience. o Provide a minimum list of four (4) team member names and CV's with capacity and experience to conduct this assignment – 10 Points	10	10
	The Project Lead must have a relevant diploma or degree and a minimum of ten (10) years' working experience in International Relations, Political Science, or related fields. A CV must be attached to the technical proposals as proof. - o A relevant 3-year diploma or degree plus a minimum of ten (10) to fifteen (15) years' working experience in International Relations or Political Science or related fields– 5 points. - o A relevant 3-year diploma or degree plus more than fifteen (15) years' working experience in International Relations or Political Science or related fields. – 10 points.	5	10
	TOTAL POINTS	70	100

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 SPECIFIC GOALS (B-BBEE LEVEL) 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:

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

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

8. 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.

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 interest¹ 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

¹ 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 consortium² 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

² 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