



## REQUEST FOR PROPOSAL

**FOR THE PROVISION OF THE APPOINTMENT OF THE SERVICE  
PROVIDER TO CONDUCT TWO INDEPENDENT STAKEHOLDER  
PERCEPTION SURVEYS OVER A PERIOD OF THREE YEARS**

## **1. INVITATION TO BID**

### **1.1. Introduction**

The South African Civil Aviation Authority (SACAA) is a Schedule 3A public entity in terms of the Public Finance Management Act ("PFMA"). It was established on the 1st of October 1998, following the enactment of the now repealed South African Civil Aviation Authority Act, 1998 (Act No.40 of 1998).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 Act provided for the establishment of a stand-alone authority charged with promoting, regulating, and enforcing civil aviation safety and security. It reflected the government's priorities and was in line with international trends in the aviation world, where more and more states are implementing this option.

The abovementioned Act was repealed by the Civil Aviation Act, 2009, (Act No.13 of 2009). The 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 is an agency of the Department of Transport (DoT).

The above is to be achieved by complying with the Standards and Recommended Practices (SARPs) of the International Civil Aviation Organisation (ICAO), whilst considering and adapting to the local context.

### **Background**

The Communications & Stakeholder Relations department of the SACAA is responsible for delivering on the organisation's strategic outcomes related to Stakeholder Management, Relations, Engagement, and Service Excellence. To understand the diverse needs, perceptions, and expectations of the SACAA's stakeholders, it is necessary to conduct a comprehensive assessment of the SACAA's relationship with its stakeholder ecosystem. This includes seeking feedback on the effectiveness of communication, the perceived impact of regulations, service quality, collaboration efforts, and overall trust and confidence in the SACAA.

The SACAA previously conducted two independent customer satisfaction surveys. This new study aims to broaden the scope of a holistic stakeholder perception survey to inform a more robust stakeholder engagement and service delivery strategy.

## **INVITATION TO BID**

### **2.2 Objective**

The SACAA intends to appoint a research company/agency to conduct two independent stakeholder perception surveys. Emanating from the survey analysis, the SACAA will refine its stakeholder management and service delivery strategies to improve relationships, communication, and regulatory outcomes. The SACAA plans to conduct the surveys to track changes in stakeholder perceptions and gauge the efficacy of its initiatives.

To this end, the SACAA is hereby inviting research companies/agencies to submit proposals to

conduct two independent stakeholder perception surveys. The surveys are intended to measure key stakeholder perception indicators and identify areas for strategic improvement.

### **3. SCOPE OF WORK**

The scope of work for the research company/agency shall include the following for each survey:

- a) Develop a stakeholder mapping and analysis framework to identify and categorise key stakeholder groups relevant to the SACAA's mandate.
- b) Develop a customised methodology for conducting the stakeholder survey, suitable for the SACAA's operating environment, legislative framework, and diverse stakeholder groups.
- c) Develop composite measures for stakeholder perception, trust, satisfaction, and engagement.
- d) Develop and manage the tools (e.g., multi-mode surveys, interview guides) that will be used for data collection from different stakeholder segments.
- e) Assess the quality of engagement and service delivery as perceived by different stakeholder groups.
- f) Identify gaps in communication, service delivery, and regulatory interaction.
- g) Identify key drivers of stakeholder confidence, complaints, and dissatisfaction.
- h) Incorporate insights from previous internal feedback mechanisms where relevant.
- i) Determine the coverage and appropriate sample sizes for each key stakeholder segment.
- j) Analyse the survey responses and generate strategic insights, including segmentation analysis.
- k) Propose actionable measures for improving stakeholder relationships, communication strategies, and service delivery.
- l) Assess stakeholder alignment with and understanding of the SACAA's strategic intent and regulatory role.
- m) Prepare and deliver a comprehensive report detailing the methodology, stakeholder analysis, findings, and strategic recommendations.
- n) Prepare and present the findings and recommendations to the Communications and Stakeholder Department, the Executive Committee, the HRC, and the Board.
- o) Conduct a workshop with SACAA management to discuss findings and develop action plans for stakeholder engagement improvement.

### **4. DELIVERABLES**

- a) Stakeholder mapping framework and detailed survey methodology.
- b) Project implementation plan with clear timelines for all phases, including stakeholder segmentation, tool development, and roll-out.
- c) Completed data collection and robust data analysis.
- d) A final report encompassing findings, segmented analysis, and strategic recommendations.
- e) A presentation of the survey results in PowerPoint format to relevant SACAA structures.
- f) A facilitated training/workshop session for SACAA management and relevant staff on interpreting the results and implementing stakeholder engagement improvements.

### **5. STAKEHOLDER GROUPS (TARGET AUDIENCE)**

The surveys must encompass, but not be limited to, the following stakeholder groups:  
External Stakeholders:

- a) Aviation Personnel (e.g., Pilots, ATCOs, Engineers)
- b) Aircraft Operators
- c) Airlines
- d) Airports and Airport Management Companies
- e) Aviation Maintenance Organisations (AMOs)
- f) Aviation Training Organisations (ATOs)
- g) Aviation Security/Screening Organisations
- h) Designated Aviation Medical Examiners (DAMEs)
- i) Aviation Industry Associations
- j) Other Regulated Entities
- k) General Aviation Community
- l) Passengers/Public (where relevant to SACAA's public safety communications)

**Internal & Government Stakeholders:**

- m) SACAA Employees (optional/Internal channel)
- n) Department of Transport (DoT)
- o) Other Government Departments and Entities
- p) International Bodies (e.g., ICAO focal points, neighbouring state regulators) – as feasible.

## **6. RESEARCH OVERVIEW**

The main objective of this survey is to measure and understand the perceptions, satisfaction, and key relationship drivers across the SACAA's stakeholder landscape.

|                                         |                                                                                                                                                                                  |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Objective                               | Conduct two independent stakeholder perception surveys to measure key relationship indicators and inform strategic engagement.                                                   |
| Target Groups                           | SACAA Stakeholders                                                                                                                                                               |
| Sample                                  | To be determined per stakeholder segment by the research methodology                                                                                                             |
| Methodology                             | Mixed-method approach recommended. Primarily online survey, supplemented by in-depth interviews or focus groups for key stakeholder segments to gain richer qualitative insights |
| Field Period                            | Survey fieldwork to be finalised by the end of Quarter 2 of the SACAA financial period.                                                                                          |
| Data Collection                         | To be conducted by the research company in Quarter 3 of the SACAA financial year.                                                                                                |
| Data Analysis, Reporting & Presentation | Data analysis, findings, and recommendations to be incorporated into a final report, submitted at the end of Quarter 4. Presentations and workshops must be conducted.           |

|                          |                                                                                                                                                 |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Privacy & Data Ownership | The survey must comply with the POPI Act and the SACAA's information security policies (to be provided). All data is the property of the SACAA. |
| Operational              | Survey tools must be accessible 24/7 to accommodate different stakeholder schedules.                                                            |
| Corporate Identity       | The survey must align with the corporate identity and branding of the SACAA.                                                                    |
| Support and Maintenance  | Support and maintenance requirements must be in line with SACAA's operational requirements.                                                     |

## 7. RESEARCH APPROACH CONSIDERATION

A mixed-methods approach is encouraged to ensure both breadth and depth of understanding. While an online survey will provide efficient, quantifiable data from a wide audience, qualitative methods (e.g., interviews) are recommended for critical stakeholder groups to explore complex issues in detail. The online component should leverage best practices for digital engagement to ensure high accessibility and response rates across geographically dispersed stakeholders.

## 8. ASSESSMENT OF SERVICE PROVIDER

The following criteria will be used to assess the research agency's proposal:

1. Understanding of the SACAA's mandate and stakeholder landscape.
2. Demonstration of insight into the unique challenges and opportunities in regulator-stakeholder relationships.
3. Demonstrating knowledge and understanding of the aviation industry, particularly the regulatory environment.
4. Proposed methodology's suitability for diverse stakeholder groups.
5. Added value and innovation in approach.
6. Cost-effectiveness.
7. Bidder's BEE status.
8. Demonstrated experience in conducting stakeholder perception, relationship, or reputation research, preferably in the aviation or regulatory sectors.

## 9. DURATION OF THE CONTRACT

The service provider will conduct two independent stakeholder perception surveys over a 3-year period (biennial). One in the next financial year 2026/7 and the other in the 2028/29 financial year.

## 10. 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:

## 10.1 PHASE 1: SUPPLY CHAIN MANAGEMENT (SCM) ADMINISTRATIVE MANDATORY COMPLIANCE REQUIREMENTS

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 proposal 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 the 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                    |
| SBD 6.1 (Preferential Procurement Point)                                              | Completed and signed                                                                                                                                       | Yes                    |

## 11. PHASE 2: TECHNICAL / FUNCTIONAL REQUIREMENTS

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

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

| TECHNICAL EVALUATION                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |        |     |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----|
| SUB-CRITERIA                           | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                              | POINTS |     |
|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | MIN    | MAX |
| <b>Company Experience and Capacity</b> | The company must have experience in conducting stakeholder/perception surveys and research, previous experience in conducting stakeholder perception, relationship, or reputation surveys and research, including analysis and strategic presentation of findings. The signed and dated reference letters should be on the client's official letterhead, description of the service rendered and contact details – (verification of reference letters will be conducted) | 10     | 20  |

| TECHNICAL EVALUATION                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |     |
|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----|
| SUB-CRITERIA                              | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | POINTS |     |
|                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | MIN    | MAX |
|                                           | <ul style="list-style-type: none"> <li>A minimum of 3 letters of reference for similar research services – 10 points</li> <li>3 - 5 letters of reference for similar research services – 15 points</li> <li>More than 6 letters of reference for similar research services – 20 points</li> </ul>                                                                                                                                                                                                                                                                                                    |        |     |
| <b>Technical Approach and Methodology</b> | <p>Submit a proposal outlining the technical approach, methodology, work plan, organisation, and staffing for the project.</p> <ul style="list-style-type: none"> <li>Suitability of the proposed approach for stakeholder (vs. customer) research, methodology for diverse stakeholder segmentation and engagement, and the detail of proposed outputs – 15 points</li> <li>Proposed work plan should be consistent with the technical approach and methodology – 15 points</li> <li>Organisation and Staffing: Provide the structure and composition of the suggested team – 10 points.</li> </ul> | 25     | 40  |
| <b>Project Plan</b>                       | <p>Provide a detailed project plan to outline timelines for all activities, including stakeholder mapping, tool development for different segments, data collection, analysis, and reporting.</p> <p>Detailed project plan submitted – 20 points</p> <p>Detailed project plan submitted with clear stakeholder segment-specific timelines and milestones – 30 points</p>                                                                                                                                                                                                                             | 20     | 30  |
| <b>Personnel Experience</b>               | <p>Personnel experience in conducting stakeholder/perception surveys and research, including analysis and presentation.</p> <ul style="list-style-type: none"> <li>A minimum of 3 - 5 years' relevant experience for key personnel (project manager/researcher) – 5 points</li> <li>More than 5 years' relevant experience for key personnel (project manager/researcher) – 10 points</li> </ul>                                                                                                                                                                                                     | 5      | 10  |

| TECHNICAL EVALUATION                         |                                                                                                                                                                                     |           |            |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------|
| SUB-CRITERIA                                 | DESCRIPTION                                                                                                                                                                         | POINTS    |            |
|                                              |                                                                                                                                                                                     | MIN       | MAX        |
|                                              | <ul style="list-style-type: none"> <li>Submit Curriculum Vitae of the personnel to be assigned to this project (experience, qualification and roles should be outlined).</li> </ul> |           |            |
| <b>TOTAL POINTS FOR TECHNICAL EVALUATION</b> |                                                                                                                                                                                     | <b>70</b> | <b>100</b> |

Bidders who score **70** or more points out of **100** on “functionality” will be considered for the next evaluation phase. Any bidder scoring less than minimum **70** points will be disqualified and won't be considered further in the process.

## 12. SPECIAL CONDITIONS

The SACAA –

- a. reserves the right to withdraw this call for proposals at its own discretion at any time.
- b. reserves the right not to accept any proposal.
- c. reserves the right to ask any clarification questions to the Bidder
- d. reserves the right to relax or condone any special conditions it has stipulated for purposes of this bid.

## 13. SUBMISSION OF BID DOCUMENT

Bid submission requires a three (3) Envelope system as per Section 8 of the evaluation criteria.

- a. **Envelope 1**  
All mandatory documents on Phase 1
- b. **Envelope 2**  
Technical / Functional proposal
- c. **Envelope 3**  
Pricing

All bid submissions should be hand delivered at our SACAA head offices as follows:

Street Address. Ikhaya Lokundiza, Byls Bridge Office Park, Doornkloof, Centurion, 0157

On or before 11:00 am on the 26<sup>th</sup> of January 2026.

Please contact the following for gate access a few hours prior delivery

Cynthia: 083 461 6534

Or

Reneilwe: 064 601 3691