



**SOUTH AFRICAN AIRWAYS**

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A STAR ALLIANCE MEMBER ™

**RFQ GSM044/2026**

**Request for Quotation for Board Evaluation**

**G.1 Written Quote Form**

**RFQ NUMBER: GSM0044/2026**

**ISSUE DATE: 26 June 2026**

**CLOSING DATE: 03 July 2026 at 16:00pm**

**VALIDITY OF RFQ: 180 days**

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**RFQ DOCUMENTS TO BE EMAILED TO:** [Tenders@flysaa.com](mailto:Tenders@flysaa.com) – The maximum size of documents that can be sent via the email box at once is **2MB**. If your files exceed this size, please send them in parts or provide a downloadable link. Note that South African Airways will not be responsible for links that are corrupt and cannot be opened.

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Vendors must submit quotations before the specified closing date and time. If the quotation is late, it will not be considered.

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**South African Airways requests your quotation for the goods and/or services listed on the attached form. Please include all requested information and submit your quote by the specified deadline. Late or incomplete submissions will invalidate the quote, and the bidder will be automatically disqualified.**

**SUPPLIER INFORMATION:**

NAME OF VENDOR:

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POSTAL ADDRESS:

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TELEPHONE NO.:

.....

CELL NO:

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E MAIL ADDRESS:

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CONTACT PERSON:

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**This RFQ will be evaluated according to Evaluation Methodology. Bidders must meet all Administrative, Substantive, Technical, and financial requirements to be considered among the preferred bidders to be awarded the contract.**

**Required Documentation to be attached.**

- 1. SAA Vendor Document. Refer to Annexure 1**
- 2. SBD 4 Document. Refer to Annexure 2**
- 3. General Conditions of Contract. Refer to Annexure 3**

**CONDITIONS**

- All goods or services purchased will be subject to the SAA General Conditions of Contract. A copy of the said conditions is available from the local Procurement office.
- The Vendor is responsible for ensuring that SAA has a valid Original Tax Clearance Certificate. The onus, therefore, rests on the vendor to ensure SAA receives a valid Tax Clearance Certificate as soon as the certificate's validity expires. Where SAA does not have a valid Tax Clearance Certificate, an Original Tax Clearance Certificate must be submitted with this RFQ. Failure to do so may invalidate the quote submitted in terms of the RFQ.
- All purchases will be made through an official purchase order. Therefore, no goods or services must be delivered before receiving an official order/contract.
- I certify that the information supplied is correct, that I have read and understood the SAA General Conditions of Contract, and that I accept the SAA General Conditions of Contract.
- I further certify that all the required information has been furnished, and the relevant forms have been completed and are herewith submitted as part of the bid.

SIGNATURE OF VENDOR: \_\_\_\_\_

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

**SAA Business Unit: Global Supply Management**

**1. BACKGROUND**

- 1.1. Service providers are requested to provide prices with their quotation to SAA for all the services to be provided as per the specifications. Service providers are expected to submit a cost that is fair and reasonable.
- 1.2. SAA has the right to negotiate with a prospective Service Provider regarding any proposed contract terms and conditions, including price(s).

**2. SCOPE OF WORK**

**BACKGROUND**

Procurement of the services of a Service Provider to assist in conducting the Board Evaluation Exercise for the Governance Structures of the SAA Board of Directors ("Board") for FY2025/26.

There are 9 Governance Structures to be assessed, comprising 3 Boards and 6 Committees. A total of 12 directors in total including 2 subsidiary executives who serve in various structures, will be evaluated. The Directors serve in these Governance Structures in various capacities.

Procuring the services of a service provider to facilitate the evaluation of the performance of the SAA Group Boards and committees for the 2025/2026 financial year namely:

1. South African Airways SOC Ltd ("SAA") Board
2. SAA Technical SOC Ltd ("SAA Technical or SAAT") Board
3. Air Chefs SOC Ltd ("Air Chefs") Board
4. SAA Audit, Risk and Governance Committee ("ARGCO")
5. Social, Ethics and Governance Committee ("SEGCO")
6. Finance and Investment Committee ("FINCCO")
7. Human Resources, Remuneration and Nominations Committee ("HRRNC")
8. Air Chefs Audit, Risk and Governance Committee ("Air Chefs ARGCO")
9. Operational Standards and Digitalisation ("OSDC")

The service provider will be required to evaluate the effectiveness of the SAA Group Boards in the governance and oversight of the SOCs and their performance against the respective Shareholder Compacts and the Corporate Plans.

**Composition of the Governance Structures**

1. **The SAA Board** comprising Ten (10) Directors, all of whom are Members of the SAA Board and also serve on Subsidiary Boards.
2. **The Board of SAA Technical** Comprising Four (4) Directors, four (4) of whom are Non-Executive and who are all members of the main SAA Board.
3. **The Air Chefs Board** comprising Six (6) Directors, Four (4) of whom are Non-Executive and who are also members of the main SAA Board. The CEO & CFO of Air Chefs are the Executive Directors
4. **SAA ARGCO** comprises of Four (4) Members all of whom are Members of the SAA Board and also serve at Subsidiary Boards
5. **SEGCO** comprising of Six (6) Members all of whom are Members of the SAA Board and also serve as Directors at Subsidiary Boards

6. **FINCCO** comprising of Five (5) Members all of whom are Members of the SAA Board and also serve as Directors at Subsidiary Boards
7. **HRRNC** comprising of Four (4) Members all of whom are Members of the SAA Board and also serve as Directors at Subsidiary Boards
8. **Air Chefs ARGCO** comprises of Three (3) Members all of whom are Members of the SAA Board and also serve at Subsidiary Boards
9. **OSDC** comprises of Four (4) Members all of whom are Members of the SAA Board and also serve as Directors at Subsidiary Boards

The Scope of work will entail:

- Developing questionnaires that will be used in the evaluation.
- Distribution of the questionnaires to the members of the Board using online functionality for ease-of-use and to enable the archiving of results.
- Collation of the completed questionnaires from the Board members.
- Face to face interviews with all the members of the Board.
- Evaluation of each board, its committees, its chairperson and the chairpersons of the committees, and the individual directors (including the executive directors).
- Evaluation of the nature and strength of the relationships between the shareholder, the board and the executive management team, including a peer review.
- Interpretation of the feedback and submission of respective reports.
- Presentation of the reports to the respective boards.

Provide practical and well thought through recommendations to guide the Board with the development of board improvement plans emanating from the findings of the Board evaluation to address the areas of development identified in the board evaluation.

### 3. EVALUATION METHODOLOGY

Administrative Responsiveness	Technical Functionality Evaluation	Evaluation of Price and Specific Goals	Business Award and conclusion of contract
<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>
<i>Evaluation of returnable documents per tender requirements</i>	The minimum threshold for technical functionality is 75%. Bidders must meet this minimum requirement to proceed to the next stage of evaluation.	Price [Proposed Hourly & Daily resource rate Structure] (80)  & Specific Goals (20)	<i>Post-tender negotiations (if applicable) are held at this stage before the LOA is issued to the preferred supplier.</i>

Note: The evaluation of the various stages will generally occur sequentially. However, to speed up the process, South African Airways may choose to conduct different steps of the evaluation in parallel. In such cases, evaluating bidders at any stage should not be taken as an indication that they have passed previous stages.

### 3.1 EVALUATION PROCESS

#### 3.1.1 COMPLIANCE WITH MINIMUM REQUIREMENTS

All quotations duly lodged will be examined to determine compliance with bidding requirements and conditions. Quotations with apparent deviations from the requirements/conditions will be eliminated from further adjudication.

#### 3.1.2 EVALUATION OF QUOTATION

The contract shall be awarded at SAA's sole and absolute discretion. SAA hereby states that it is not compelled to award this quotation to any bidder. SAA has the right to withdraw this quotation at any time from the date of issuance. SAA is not obligated to accept the lowest quotation, offer, or proposal.

**SAA shall not be required to accept the lowest quotation, offer, or proposal.**

All quotations will be evaluated according to the criteria, weightings, and threshold scores as indicated in 3.2 below:

### 3.2 ADMINISTRATIVE EVALUATION

The criteria and weights referred to in paragraph 3.1 above are as follows:

#### 3.2.1 ADMINISTRATIVE REQUIREMENTS

This evaluation stage will confirm whether all Returnable Documents [where applicable] were completed and returned by the closing date and time. At this evaluation stage, SAA will also verify if the Bid document has been duly signed by the authorised respondent, and the validity of all returnable documents will be verified.

#### 3.2.2 SUBSTANTIVE REQUIREMENTS

**This evaluation stage will confirm if the following requirements have been met:**

### 3.3 **Technical Functional Questionnaire/Evaluation (Minimum Threshold = 75%) – Phase 02**

EVALUATION CRITERIA	WEIGHT
Bidder to provide a proposal outlining the methodology to be followed to address the scope of services. <ul style="list-style-type: none"><li>• Methodology addresses all the scope items, fully compliant = 40%</li><li>• Methodology addresses at least 50% of the scope, partial compliant = 20%</li><li>• Methodology does not address the scope, non-compliant = 0%</li></ul>	40%
The consultants allocated to the project should have appropriate qualification: <ul style="list-style-type: none"><li>➤ Legal qualifications and</li><li>➤ Finance qualifications and</li><li>➤ Governance qualifications.</li></ul> <ul style="list-style-type: none"><li>• 3 of the above qualifications submitted = 10%</li><li>• 2 of the above qualifications submitted = 5%</li><li>• No proof of qualifications = 0%</li></ul>	10%

The required qualifications to be submitted with the proposals.	
<p>Bidder to provide reference letters with contact details of similar work done in the past 5 years.</p> <p>The reference letters must be clear as to the nature and extent of Board evaluations conducted and they must be signed by a senior official of the client.</p> <ul style="list-style-type: none"> <li>• 3 Letters of Reference provided from previous clients with contact details. = 20%</li> <li>• 2 Letters of Reference provided from previous clients with contact details. = 15%</li> <li>• 1 Letters of Reference provided from previous clients with contact details. = 10%</li> <li>• 0 Letters of Reference provided from previous clients with contact details. = 0%</li> </ul>	30%
<p><b>Lead time</b> - The bidder must provide a detailed implementation timeline indicating the time required to complete the evaluation process from following contract award in a table format.</p> <ul style="list-style-type: none"> <li>• Three weeks = 20%</li> <li>• Four weeks = 10%</li> <li>• Five weeks = 5%</li> <li>• More than Five weeks = 0%</li> </ul>	20%
<b>Functionality Score out of 100%</b>	<b>75%</b>
<b>Threshold</b>	

**Bidders must note that the minimum qualifying score for Functionality is 75%. All tenders that do not comply with all the Mandatory Requirements for Functionality and that fail to achieve the minimum qualifying score of 75% on Functionality shall not be considered for further evaluation against Price and B-BBEE.**

**Phase 3 – Pricing and Specific Goals assessment**

All bid submissions that meet the Administrative, Substantive (Mandatory), and technical requirements (minimum threshold of 75%) and have confirmed their commitment to SAA’s commission structure will be further evaluated under Specific Goals (20 points) to determine if they meet the preferential procurement objectives outlined for this tender.

These specific goals have been set as follows:

<b>Selected Specific Goal</b>	<b>Number of points allocated (20)</b>
B-BBEE Level 1 and 2 (Non-Compliant and/or B-BBEE Level 3-8 contributors = 0)	10
Bidders that are 30% or more, black women owned	10
<b>Total Points for Specific Goals</b>	<b>20</b>

***Bidders should be aware that preference points will be awarded to those who provide evidence according to the table below:***

Specific Goals	Acceptable Evidence
B-BBEE	B-BBEE Certificate / Sworn- Affidavit / B-BBEE CIPC Certificate (in case of JV, a consolidated scorecard will be accepted) as per DTIC (Department of Trade, Industry and Competition) guideline
30 % or more, black women owned	B-BBEE Certificate / Sworn-Affidavit / CIPC Certificate

**4. STANDARD CONDITIONS FOR REQUEST FOR QUOTATION**

**Conditions:**

- 4.1 All prices provided must be exclusive of Value Added Tax (VAT).
- 4.2 All goods/services purchased will be subject to the SAA Conditions of Contract and Order, which are available upon request.
- 4.3 All prices submitted must be firm. “Firm” prices are deemed fixed and are only subject to the following statutory changes: VAT.
- 4.4 Service, pricing, and availability will be taken into consideration.
- 4.5 Pricing should be given based on an individual component that would make up the solution, based on technical and functional requirements.

**THE FOLLOWING MUST ACCOMPANY YOUR QUOTE**

- SAA Vendor application and supporting documents. Refer to Annexure 1.
- SBD 4 Document. Refer to Annexure 2.
- General Conditions of Contract. Refer to Annexure 3

**IF NOT QUOTING, INDICATE SO AND RETURN EMAIL TO THE RELEVANT PROCUREMENT OFFICIAL**