



**PANEL OF SERVICE PROVIDERS
FOR EXECUTIVE SEARCH
SERVICES FOR A PERIOD OF 60
MONTHS**

**AIRPORTS COMPANY SOUTH
AFRICA**

**TENDER REFERENCE NUMBER:
COR 8212/2026/RFP**

  **Terminals**

  **Toilets**

Shops  

  **Banks**



**AIRPORTS COMPANY
SOUTH AFRICA**

INTRODUCTION



Presenters:

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(Talent Management Team)



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ANTICIPATED BID SCHEDULE



ACTIVITY	DATE
Issue Bid	21 April 2026
Non-Compulsory Briefing Session	The Session will be held on 28 April 2026 at 10h00 – 11h30, Microsoft Teams
Closing Date for Submissions	08 May 2026 @ 12h00PM
Evaluate Bids	Immediately after closing
Award to Successful Bidders (if any)	20 May 2026





KEY SUBMISSION REQUIREMENTS

- Tender Documents are free and are available from the **21 April 2026**.
- Tender Documents are available on ACSA Tender portal at www.airports.co.za and National Treasury Tender portal at www.etenders.gov.za Additional information will be shared on the same tender portals.
- All tender submissions (1 original and 1 copy) must be hand delivered at **ACSA North Wing Offices** in a clearly marked envelope/package marked with **Tender Reference Number** and **Tender Description** .
- Tender closing date **08 May 2026 at 12h00**
- All tender information must be submitted before the closing date and time.
- Telegraphic, telephonic, telex, facsimile and late tenders will not be accepted. Late submissions will not be accepted.
- Enquiries close, **28 April 2026 at 16:00pm**
- **E-Mail:** Dineo.maphaba@airports.co.za



KEY SUBMISSION REQUIREMENTS (CONT.)

- The following returnable documents are required to be placed and sealed in an envelope with the required identification details:
 - All returnable schedules and supporting documents (see Bid document page 17)
- Bid validity period is **120 working/business days** from the closing date.



EVALUATION CRITERIA

- **Bidders must meet the Mandatory Criteria (Phase One):**
- Completion of Pricing Schedule - SBD 3.3 (page 13)

Compliant bids are then evaluated on the next stage of evaluations.

- **Phase Two: Functionality Criteria.**
- No bid will be regarded as an acceptable bid if it fails to meet the overall threshold of **76 points out of 100.**

Bidders that fail to meet the above requirements will be disqualified



FUNCTIONALITY CRITERIA



FUNCTIONALITY BREAKDOWN CRITERIA	Weighting
<p>Candidate Sourcing & Headhunting (20 Points)</p> <ul style="list-style-type: none"> • Develop and implement a targeted search strategy leveraging: <ul style="list-style-type: none"> ○ Direct headhunting methodologies ○ Professional networks and databases ○ Discreet approaches to passive candidates ○ Ensure a diverse and inclusive longlist aligned to ACSA's Employment Equity and transformation objectives. ○ Maintain strict confidentiality and protect ACSA's employer brand throughout the process. <p>Scoring Guide:</p> <ul style="list-style-type: none"> • Meeting all 5 aspects = 20 points • Meeting 4 aspects = 10 points • Meeting between (1 - 3) aspects = 0 point 	20
<p>Market Mapping & Talent Intelligence (10 points)</p> <ul style="list-style-type: none"> • Conduct comprehensive market mapping to identify potential candidates across relevant industries (aviation, infrastructure, logistics, public sector, and related sectors). • Identify and analyse: <ul style="list-style-type: none"> ○ Competitor organisations and comparable entities ○ Talent pools, including passive candidates ○ Market availability and scarcity of skills • Provide insights on: <ul style="list-style-type: none"> ○ Talent trends and risks ○ Diversity and transformation considerations ○ Executive remuneration benchmarks and market positioning <p>Scoring Guide:</p> <ul style="list-style-type: none"> • Meeting all 3 aspects = 10 points • Meeting 2 aspects = 4 points • Meeting 1 aspect = 0 point 	10



FUNCTIONALITY CRITERIA CONT.

FUNCTIONALITY BREAKDOWN CRITERIA	Weighting
<p>Screening, Assessment & Shortlisting (15 points)</p> <ul style="list-style-type: none"> • Conduct rigorous multi-dimensional candidate assessments, including: <ul style="list-style-type: none"> ○ Competency-based interviews ○ Psychometric testing (Evalex or equivalent) ○ Reference and background checks (Criminal, Qualifications etc.) • Evaluate candidates against the defined Success Profile. • Present a longlist of all received applications and headhunted candidates • Present a shortlist of highly suitable candidates, supported by: <ul style="list-style-type: none"> ○ Detailed candidate reports ○ Strengths, development areas, and risk factors ○ Remuneration expectations and availability 	<p>15</p>
<p>Scoring Guide:</p> <ul style="list-style-type: none"> • Meeting all 3 aspects = 15 points • Meeting 2 aspects = 12 points • Meeting 1 aspect = 0 point 	
<p>The service provider must demonstrate experience on placing Senior management and Executive level by submitting reference letters:</p> <p>The reference letters must contain the following:</p> <ul style="list-style-type: none"> • Duration of the contract, Contract Value and Project description <p>Points allocation</p> <p>3x letters meeting all the requirements in Senior management and Executive Appointments of which two must be executive appointments (20 points)</p> <p>All references should be accompanied by a reference letter on the company letterhead. The scope of work should be clear in the reference letter for evaluation purposes. Also, the company contact person details which you did work for should appear on the letter for verification purposes. Purchase Orders and Appointment letters will not be accepted</p>	<p>20</p>



FUNCTIONALITY CRITERIA CONT.

FUNCTIONALITY BREAKDOWN CRITERIA	Weighting
<p>Table 1: Schedule of the Bidder's Recent Experience</p> <p>Bidders are required to complete Table 1 (Page 12) with atleast five placements made in the past 5 years within any of following organisations (aviation, infrastructure, logistics, public sector, and related sectors). Each placement will score 2 points</p>	10
<p>Consultant capability and Team Experience (15 points)</p> <p>Lead consultant's experience</p> <p>10 years' talent acquisition experience (of which 5yrs is at the level of Executive/Senior management recruitment)</p> <p>Required Evidence</p> <p>CVs of Lead Consultants demonstrating experience on Executive search</p> <p>Project management and Reporting (10 points)</p> <p>Demonstrate project timeline or turnaround time by providing a detailed project plan.</p> <p>Measures: 4 weeks= 10 points : 8 weeks= 5 points</p>	25
Total	100



FUNCTIONALITY CRITERIA CONT.

Table 1. Schedule of the Bidder's Recent Experience (Bidders are required to complete the below table with atleast five placements made in the past 5 years within any of following organisations (**aviation, infrastructure, logistics, public sector, and related sectors**)). Each placement will score **2 points**.

Client's name	Placement made (e.g. Executive/Senior management)	Contract Value	Sector	Period (past 5 years)	Contact person (name, email address)

The five (5) highest ranked bidders will be recommended to form part of the panel, but ACSA has an option to either appoint one or more service providers depending on the outcome of the evaluation process.



EVALUATION CRITERIA (CONT.)

- **Phase Three:** Bidders who have successfully met the overall threshold points on functionality evaluation will be considered in the next phase.
- This phase is based on the **80:20** point system with **80** reflecting Price and **20** reflecting B-BBEE recognition(detailed table on bid document page 28)

<i>Specific Goals</i>	<i>Number of points (80/20 system)</i>
<i>B-BBEE Status Level 1</i>	5
<i>B-BBEE Status Level 2</i>	4.5
<i>B-BBEE Status Level 3</i>	4
<i>Black youth majority-owned entities</i>	5
<i>Black women majority-owned entities</i>	5
<i>Company majority owned by people with disabilities</i>	5
<i>Non- compliant contributor</i>	0



SCOPE





SCOPE

Item/ Service Description

Purpose of the Business Case

Airports Company South Africa (ACSA) is seeking to appoint a panel of suitable and highly experience service providers to support the recruitment of Senior Management and Executive roles to lead the organisation through its next phase of strategic growth, operational excellence, and transformation. The roles are of critical importance, carrying overarching responsibility for setting strategic direction, driving financial sustainability, ensuring regulatory compliance, and enhancing stakeholder value within a complex, capital-intensive, and highly regulated aviation environment.

Scope of Work

1. Strategic Role Definition & Alignment

The Executive Search panel will:

- Engage with the key stakeholders to develop a detailed Success Profile, including:
 - Core competencies and leadership capabilities
 - Technical and industry experience requirements
 - Governance, stakeholder management, and transformation expectations

2. Market Mapping & Talent Intelligence

The Executive Search panel will:

- Conduct comprehensive market mapping to identify potential candidates across relevant industries (aviation, infrastructure, logistics, public sector, and related sectors).
- Identify and analyse:
 - Competitor organisations and comparable entities
 - Talent pools, including passive candidates
 - Market availability and scarcity of skills
- Provide insights on:
 - Talent trends and risks
 - Diversity and transformation considerations
 - Executive remuneration benchmarks and market positioning

3. Candidate Sourcing & Headhunting

The Executive Search panel will:

- Develop and implement a targeted search strategy leveraging:
 - Direct headhunting methodologies
 - Professional networks and databases
 - Discreet approaches to passive candidates
- Ensure a diverse and inclusive longlist aligned to ACSA's Employment Equity and transformation objectives.
- Maintain strict confidentiality and protect ACSA's employer brand throughout the process.



SCOPE

4. Screening, Assessment & Shortlisting

The Executive Search panel will:

- Conduct rigorous multi-dimensional candidate assessments, including:
 - Competency-based interviews
 - Psychometric testing (Evalex or equivalent)
 - Reference and background checks (Criminal, Qualifications etc.)
- Evaluate candidates against the defined Success Profile.
- Present a longlist of all received applications and headhunted candidates
- Present a shortlist of highly suitable candidates, supported by:
 - Detailed candidate reports
 - Strengths, development areas, and risk factors
 - Remuneration expectations and availability

5. Stakeholder Engagement & Process Management

The Executive Search panel will:

- Manage all candidate communications and engagement throughout the process.
- Coordinate and co-facilitate interviews with the ACSA Board and relevant committees.
- Provide guidance to interview panels on best-practice executive selection techniques.
- Ensure a seamless, professional, and confidential candidate experience.

6. Due Diligence & Verification

The Executive Search panel will:

- Conduct comprehensive due diligence on preferred candidates, including:
 - Qualification verification
 - Criminal, credit, and regulatory checks
 - Extensive reference checks (including off-list referencing where appropriate)
- Provide a consolidated due diligence report to support final decision-making.

7. Onboarding & Post-Placement Support

The Executive Search panel will:

- Provide preboarding and onboarding advisory support to ensure a smooth transition.

8. Confidentiality & Ethical Conduct

The Executive Search panel must:

- Adhere to strict confidentiality protocols given the sensitivity of the appointments.
- Ensure compliance with all relevant legislation, governance frameworks, and ethical recruitment standards.
- Avoid conflicts of interest and declare any potential conflicts upfront.



CLOSURE



➤ Q&A Session



THANK YOU

