



SADC Aviation Safety Organisation

TERMS OF REFERENCE

JOB EVALUATION (FUNCTIONAL ANALYSIS) AND GRADING AND SALARY STRUCTURE FOR SASO TERMS OF REFERENCE

Reference Number: SASO/2026/2

1.1 INTRODUCTION

The Southern African Development Community (SADC) is a Regional Economic Organisation consisting of sixteen (16) Member States; Angola, Botswana, Comoros, Democratic Republic of Congo, Kingdom of Eswatini, Kingdom of Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, United Republic of Tanzania, Zambia and Zimbabwe.

The aviation sector plays a vital part in contributing to the economies of the SADC Member States. Air transport is increasingly becoming the preferred mode of transport for the movement of people and goods into and out of the SADC region, and within the SADC Member States, for purposes of tourism and trade in particular.

The SADC Protocol on Transport, Communication and Meteorology requires Member States to harmonise their policies and procedures on civil aviation and foster the development of International Civil Aviation through cooperative arrangements.

SADC Member States have found it imperative to establish a regional organisation responsible for enhancing the safety of civil aviation in the regional bloc. This follows the inadequacy of skilled, qualified and competent technical experts from within Member States to fulfil their safety obligations, respectively and contribute to the safety requirements of the Region.

The aim of the SADC Aviation Safety Organisation (SASO), established under the Principle of Subsidiarity, is to promote the safe and efficient use and development of civil aviation within the SADC Region. A Secretariat is established to facilitate day to day operations. It is a legal entity hosted by the Kingdom of Eswatini and observing the laws of the Kingdom.

SASO Contact: info@saso.int

Postal Address: | **Physical Address:**

P.O. Box 7919, Sibekelo Building, Fifth Floor, Mhlabanyatsi Road
Mbabane, The Kingdom of Swaziland. Mbabane,
Tel: (+268) 2404 3851 | The Kingdom of Swaziland.

The principle of subsidiarity, approved by the SADC Council of Ministers at its meeting held in Grand Baie, Mauritius, in August 2004, is a cost-effective means that promotes accountability and sustainability. It is in line with the SADC Treaty, which provides for the involvement of the people of the SADC Region and key stakeholders in the process of regional integration.

1.2 BACKGROUND

The organisation completed a job grading process in the 2019/2020 financial period. As part of this process there was a salary benchmark that was completed, and salary pay scales were developed. Jobs were aligned to the newly developed pay scales in line with the decision to adopt the 50th percentile.

In line with the job evaluation policy there is a requirement that job evaluation and grading be conducted every five years. There was a CAC decision that the SASO structure needs to be reviewed and that a new salary benchmark be conducted.

The outcomes of the 2019/20 Job Grading and Employee Benefits Review were as follows:

- The Consultant's report presented recommendations on the 25th, 50th and 75th Percentile for remuneration. The following reasons were given for adoption of the 50% Percentile (Market median):
 - i. The 75th percentile is very high and is not sustainable;
 - ii. The Organisation is at infancy stage and has to accord itself an opportunity to grow; and
 - iii. The 50th percentile will enable the Organisation to attract, recruit and retain the competent and qualified staff it requires.

CAC approved in February 2020 that SASO adopts the market median (50th Percentile) as its Pay Philosophy.

- CAC considered and approved: the SASO organisational structures consisting of
 - i. Executive Director;
 - ii. Deputy Executive Director (Technical Operations);
 - iii. Manager Corporate Services;
 - iv. Technical Coordinator (OPS/PEL);
 - v. Technical Coordinator Air/PEL;
 - vi. ICT Specialist;
 - vii. Legal Advisor;
 - viii. Administrative Assistant
 - ix. Driver/Messenger and;
 - x. Office Orderly
- The revised organisational structure was implemented in 2021/22. The 11th position of Accounts Assistant was approved by CAC in December 2021;

- There is a need to align job evaluation outcomes to market and best practices evaluate.

1.3 JUSTIFICATION FOR THE PROJECT

- 1.3.1 Since these changes were implemented, the organisation has achieved the two thirds threshold of State Parties and is now implementing the SASO Charter.
- 1.3.2 Implementation of the SASO Charter entails the need to cover a wider scope and extending the services of SASO to all the State Parties
- 1.3.3 The organisation faces sustainability challenges as less than 50% of the Member States make contributions to fund the operational activities.
- 1.3.4 Even though the approved structure caters for eleven (11) positions, only eight (8) positions or 73% of the approved posts have been filled. The non filling of the other positions was in part due to the delays in reaching the two thirds threshold for implementation of the SASO Charter and financial sustainability challenges.
- 1.3.5 Member States continue to express reservations over paying for services for assistance missions and training after paying the annual contributions, which calls for a revisit of the structure to cater for the demand for additional services.

1.4 ORGANISATIONAL SYNOPSIS

SASO is established to exist as a Subsidiarity Organisation within SADC and shall be a legal entity operating within the Laws of Kingdom of Eswatini.

This Organisation's mandate is to enhance the safety of civil aviation by complementing, to the extent required, the certification and oversight capabilities of SADC Member States.

1.4.1 VISION

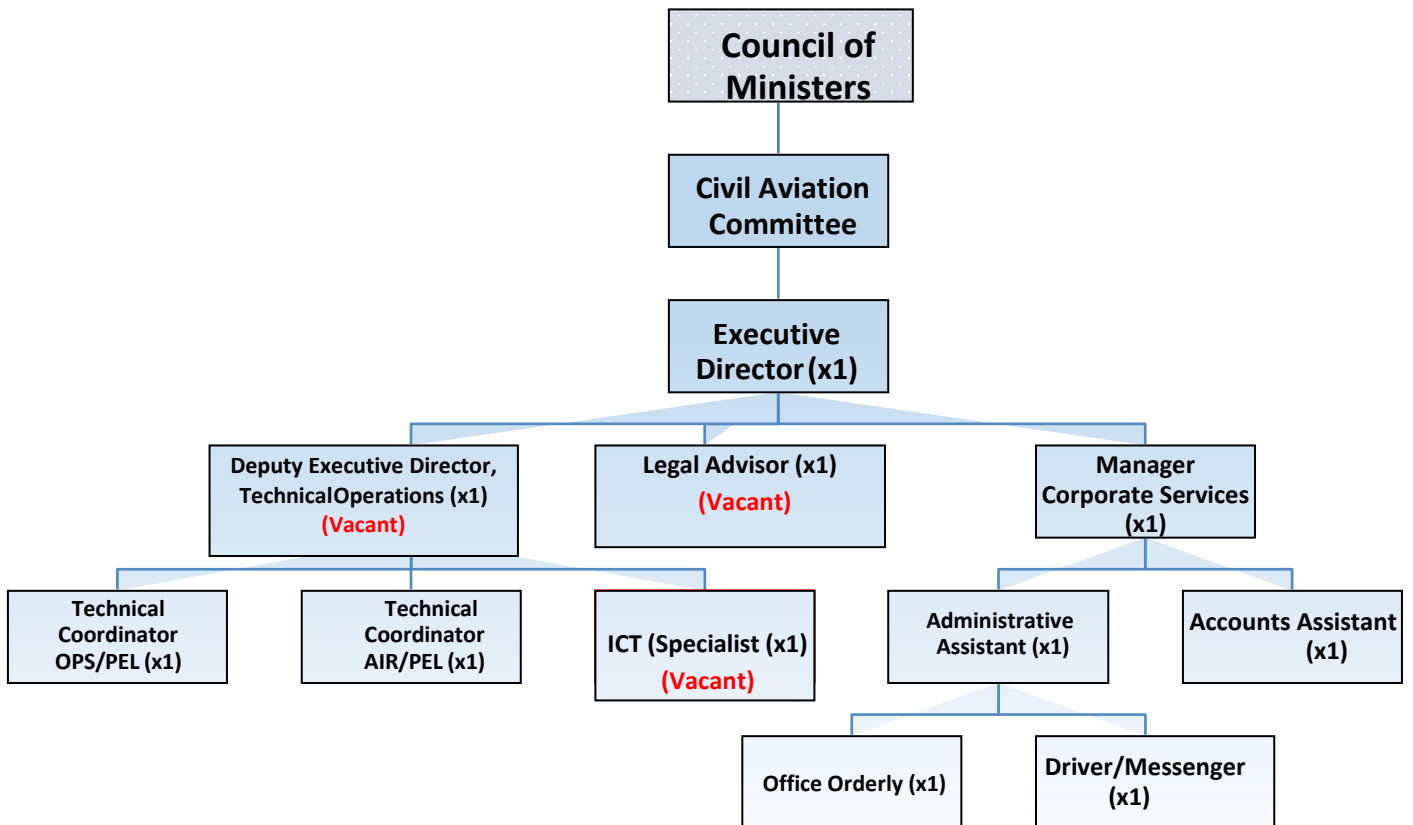
To be the success driver behind SADC's achievement of ICAO Standards and Recommended Practices.

1.4.2 MISSION STATEMENT

To encourage economic growth in SADC by ensuring that civil aviation safety standards are harmonised and implemented consistently in the Member states through the development of effective oversight systems.

ORGANISATION

ORGANISATIONAL STRUCTURE



1.4.5 SECRETARIAT

- a) Executive Director
- b) Manager of Technical Support/Training
- c) Manager, Corporate Services
- d) Legal Advisor
- e) Technical Coordinator – OPS/PEL
- f) Technical Coordinator – AIR/PEL
- g) Information Technology Specialist
- h) Administrative Assistant

1.4.6 The Organisation's objectives are aligned with SADC's strategic objectives, which include:

- a) To promote safe and secure transport operations;
- b) To promote integrated transport systems;
- c) To liberalise regional transport markets;

- d) To provide transport services with minimal negative environmental impact, and
- e) To facilitate cross border movements.

1.4.7 GENERAL ORGANISATIONAL OBJECTIVES:

Objectives as laid out in article 6 of the SASO charter

- a) Promote the safe and efficient use and development of civil aviation within and outside the Member States;
- b) Assist the Member States in meeting their safety oversight obligations and responsibilities under the Convention on international Civil Aviation signed in Chicago on 7 December 1944 and its safety-related Annexes and Documents;
- c) Promote the implementation of industry best practices within the Member States; and
- d) Assist in aircraft accident and incident investigations

1.4.8 SASO CORE VALUES

- a) Professionalism
- b) Accountability
- c) Transparency
- d) Learning culture
- e) Respect for diversity
- f) Diligence
- g) Just Culture

2. STATEMENT OF REQUIREMENTS

2.1 Objectives of the Assignment

SASO is seeking to engage a competent Consultant to conduct a comprehensive job evaluation exercise that will review the organisational structure for SASO to ensure its robustness to best support its business strategy, while taking into account significant developments affecting the aviation sector internationally, as well as to address various other important aspects that were not addressed during the development of the current organisational structure.

2.1.1 Below are the objectives;

- a) To ensure that the staff remuneration aligns with overall organisation and people strategy, goals and transformation principles;
- b) To ensure internal equity and external competitiveness of the SASO staff remuneration.
- c) To provide recommendations to manage any newly introduced compensations in line with SASO's financial ability for the duration of the new Strategic framework.
- d) The report should include progression for the various posts in the organisation
- e) The report should provide guidance in highlighting critical skills

3. SCOPE OF WORK

3.1 Phase I - Inception

3.1.1 Closely study, inter alia, the SASO Charter, Strategic Plan and the Organisational Structure to understand the SASO Mandate.

3.1.2 Consult with key stakeholders to gain familiarity with the SASO background and environment and ensure buy in by key parties concerned.

3.1.3 Submit an inception report articulating, among others, their understanding of the terms of reference and the methodology that would be followed in providing the service.

3.1.4 Submit a comprehensive work plan (road map) with timelines and deliverables.

3.1.5 Train Committee Members on the Job Evaluation methodology and system used thereafter, conduct awareness to all SASO members of staff

3.2 Phase II – Job Analysis

3.2.1 Gather information on job skills and responsibilities through consultation with line manager and or incumbent.

3.2.2 Review and develop job descriptions/profiles to accurately reflect the core functions of the jobs.

3.2.3 Submit a Job Analysis Report which has the following things:

- Submit a job analysis report which has a consolidated job description

3.3 Phase III: Job Evaluation, Grading and Appeals

3.3.1 Conduct job evaluations based on agreed job descriptions and using a proven job evaluation technique to determine their relative size and rank them in accordance with specified compensable factors, using the Patterson evaluation model.

3.3.2 Grade the jobs by placing them into the appropriate proposed grades and/or bands on the basis of their determined sizes.

3.3.3 Benchmark with other International Organisation of similar size and complexity.

3.3.4 Submit a Job Evaluation and Grading Report.

3.3.5 Handle Job Evaluation and Grading Appeals

3.4 Phase IV (Close-out)

3.4.1 Submit a final report

4. DELIVERABLES AND DURATION

The assignment will be conducted at the SASO Secretariat, Mbabane, Kingdom of Eswatini, however a hybrid arrangement will be considered. The assignment will be undertaken in phases. The commencement of the next phase is dependent on completion of each preceding phase. As a result the contract will not be continued should the requirements of each phase not be completed.

4.1 Inception Report, Training and Awareness Creation

The Consultant shall produce an inception report, training and awareness creation within thirty (30) calendar days of signing the Contract. The report shall include a detailed work plan showing activities to be performed on a weekly basis, a detailed timetable outlining the methodology that need to be applied or undertaken and the parties responsible for each activity as well as milestones for the duration of the consultancy. Train Committee Members on the Job Evaluation methodology and system used thereafter, conduct awareness to all SASO members of staff.

4.2 Job Analysis Report

The Consultant will produce a Job Analysis Report. The report shall include outputs of all the terms of reference stipulated under Phase II of the consultancy and must fully reflect all the tasks and aspects stated at 3.2.1 to 3.2.2 above. In addition, due regard must be taken towards ensuring corporate efficiency and cost effectiveness, as well as the objectives of the Organisation as specified in 2.1 above.

4.3 Job Evaluation Report

The Consultant shall produce a Job Evaluation and Grading Report containing outputs of all the terms of reference stipulated under Phase III of the consultancy and must fully reflect all the tasks and aspects mentioned at 3.3.1 to 3.3.5 above.

4.4 Final Report

4.4.1 The Consultant shall produce the final report that includes all the agreed terms of reference of the consultancy.

4.4.2 The Evaluation Committee will review and submit feedback on the draft final report within fourteen (14) calendar days of receiving it after which the Consultant will submit a final report.

4.4.3 The Consultant should present the report to Management, Job Evaluation Committee and CAC

5. PAYMENT PROGRAMME

OUTPUT	PHASES	PAYMENT
a)	Inception Report Training and awareness creation	Up to a maximum of 10% of the contract amount on submission, presentation and approval of inception report,
b)	Job Analysis Report	Up to a maximum of 30% of the contract amount on submission, presentation and approval of Final Functional Analysis
c)	Job Grading and Evaluation Report	Up to a maximum of 30% of the contract amount on submission, presentation and approval of the final Job Evaluation Report and pay philosophy
d)	Final Report	The remaining balance of 30% of the contract amount on submission, presentation and approval of the Final Report

6. DURATION

The consultancy shall be for a period as specified in the timelines.

Timelines

	Phase	Submission Timeline
1.	Inception Report Training and Awareness Creation	30 days after contract has been signed
2.	Job Analysis	20 days
3.	Job Grading and Evaluation Report	30 days
4.	Final Report	14 days

7.0 INSTRUCTIONS FOR SUBMISSION OF PROPOSAL

7.1 Consultancy firm (s)/who meet the requirements of the RFP may submit inquiries regarding this RFP for clarification on the requirements. However, inquiries must be sent not later than 10 days before the submission date. All inquiries should be directed to info@saso.int, and responses will be provided accordingly on the site.

7.2 Consultancy firm shall ensure that they submit a full proposal including all the supporting documents requested. It is essential to ensure accuracy in the curricula vitae of key staff submitted. The curricula vitae should be signed by the consultants and the key individuals and dated. Noncompliance with important requirements will result in rejection of the proposal.

7.3 Once the proposals are received and opened, Consultancy shall not be required nor permitted to change the substance, the key staff and so forth.

7.4 The process of proposal evaluation shall be confidential.

7.5 The financial proposal should be in United States Dollars (USD) comprising fees only.

7.6 Bidders are requested to submit (1) one ORIGINAL and (3) three COPIES clearly marked

“ORIGINAL” or “COPY” for each technical and financial offer; and,

7.7 Bidders are reminded to clearly mark technical and financial offer in separate envelopes. Interested external consultancy firms with international recognition should submit their proposals, clearly indicating ‘Proposal for the Provision of Consultancy for Job Evaluation and Grading on or before 08th June at 16:00 to the following address:

The Executive director, Sibekelo Building, 5th floor, Mbabane Eswatini.

All interested bidders must also submit an electronic version of their proposal with a password that cannot be opened before the submission deadline to info@saso.int on or before 08 June 2026, at 16:00 pm.

Incomplete proposals and proposals received after this date shall not be considered.

NOTE: Every proposal must meet all the requirements as indicated in this TORs document.

8.0 EVALUATION OF PROPOSALS - (Technical and Financial)

8.1 The Technical proposal shall be evaluated as follows:

Criteria	Weight
Firm's reputation: experience and relevant references	50 %
Technical capability: key staff's qualification relevant to this engagement	30 %
Methodology and approach: job evaluation approach, work plan, timeline, distinctive advantage	20 %

8.2 Minimum eligible technical score is 70%

8.3 Total weight: The combined scores will be as follows:

Technical Proposal – 70%

Financial Proposal – 30%

8.4 The most competitive Financial Proposal for eligible proposal will be selected for further negotiations.

9.0 COMPLAINTS PROCESS

All complaints regarding the selection process for this Request for Proposal (RFP) must be submitted in writing to the Executive Director, info@saso.int within (5) five business days of the notification of award. Complaints must include the complainant's name, organization, contact details, the specific basis of the complaint, supporting documentation, and a proposed resolution if applicable. Grounds for complaints may include concerns about procedural fairness, conflicts of interest, deviations from the stated evaluation criteria, or other violations of procurement policies. SASO will review the complaint and respond in writing within five (5) business days, either upholding the selection, providing clarification, or taking corrective action if necessary. All complaints will be handled confidentially, and retaliation against complainants is strictly prohibited. The decision of The CAC shall be final in case of complainant's appeal.

7. PROJECT DOCUMENTS AND RECORDS

All materials and documents used or produced for the report by the Consultant shall remain the property of SASO and shall be returned within a week of the approval of the Final Report.

8. REPORTING ARRANGEMENTS

The Consultant shall report to the SASO.