



## ***National Empowerment Fund***

**RFP No: NEF 07/2017**

**REQUEST FOR PROPOSAL: DEVELOPMENT OF  
ENTERPRISE ARCHITECTURE FOR THE NEF**

**CLOSING DATE : 23/02/2018**

**TIME : 14H00**

## CONDITIONS AND UNDERTAKINGS BY BIDDERS IN RESPECT OF THIS TENDER

### 1. Proprietary Information:

The National Empowerment Fund (NEF) considers this tender and all related information, either written or verbal, which is provided to the Bidders, to be proprietary to the NEF. It shall be kept confidential by the Bidders and its officers, employees, agents and representatives. The Bidders shall not disclose, publish, or advertise this specification or related information in part or as a whole to any third party without the prior written consent of NEF.

### 2. Enquiries

All communication and attempts to solicit information of any kind relative to this tender should be channeled to names provided below:

**Contact person (all questions should be in writing)**

#### **Enquiries can be directed to:**

Name: Ms Kedibone Mboweni

Head: Supply Chain Management

Telephone Number Office: +27 11 305 8000

Fax Number: +27 11 305 8001

Email address: [mbowenik@nefcorp.co.za](mailto:mbowenik@nefcorp.co.za)

#### **Technical Enquiries can be directed to:**

Name: Ms. Lebogang Motsohi

Manager: Information, Systems and Technology  
Department

Telephone Number Office: +27 11 305 8000

Fax Number: +27 11 305 8001

Email address: [motsohil@nefcorp.co.za](mailto:motsohil@nefcorp.co.za)

### 3. Medium of Communication

All the documentation submitted in response to this tender must be in English.

## CONDITIONS AND UNDERTAKINGS BY BIDDERS IN RESPECT OF THIS TENDER

### 4. Verification of Documents

Bidders should check the numbers of the pages to satisfy themselves that none are missing or duplicated. The NEF will not be liable for any loss which may occur as a result of any pages or information missing or duplicated from or within the submission.

### 5. Validity Period

Responses to this Request for Proposal received from Bidders will be valid for a period of **120 days**, calculated from the closing date of the tender.

### 6. Submission of Tenders

6.1 Tenders should be submitted in **duplicate** in a sealed envelope endorsed, **“(TENDER NEF 07/2017 DEVELOPMENT OF ENTERPRISE ARCHITECTURE FOR THE NEF)”**. The sealed envelope must be placed in the tender box at the Main Reception area of the NEF West Block, 187 Rivonia Road Morningside by no later than **14h00 on 23 February 2018**. **A compulsory briefing session will be held on 07 February 2018 at 11:00 at the NEF Offices (HQ)**.

6.2 The closing date, company name and the return address must also be endorsed on the envelope.

6.3 If a courier service company is being used for delivery of the tender document, the tender description must be endorsed on the delivery note/courier packaging to ensure that documents are delivered into the tender box. The NEF takes no responsibility of late/lost submission due to delays in postal and courier services used by the applicants.

6.4 No tender received by telegram, telex, email, facsimile or similar medium will be considered.

- 6.5 Where a tender document is not in the tender box at the time of the tender closing, such a tender document will be regarded as a late tender. Late tenders will not be considered.
- 6.6 In the event that the Bidders wish to amend their submissions once made, an envelope marked "Amendment to tender" together with the other details as required above may be placed in the tender box. Such amendment must reach the NEF before the closing date. No amendment will be accepted after such closing date unless such amendment is as a result of a specific request from the NEF.
- 6.7 The Bidders are responsible for all the costs incurred in relation to the preparation and submission of the tender document including any related amendment, even in the event where such amendment is as a result of a specific request from the NEF.
- 6.8 A list of all references (minimum of 3) with contact details must be included in the tender document.
- 6.9 An original valid Tax Clearance certificate must be included in the tender document. Failure to submit a certificate would render your tender invalid.
- 6.10 A copy/ies of certificates from any professional bodies that you are affiliated to must be attached to the response to this tender.
- 6.11 The following information also needs to be provided with the tender document:
- Names and details of Senior Management.
  - Organogram of your organization.
  - Shareholders Certificate.
  - Details of employees at an Operational Level.
  - Percentage of ownership by:
    1. Black Shareholders
    2. Black Women
    3. White Women

- 6.12 The NEF is entitled to amend any tender conditions, the validity period, any specifications, or extend the closing date of tenders before the closing date. All Bidders, to whom tender documents have been issued, will be advised timeously, in writing, of such amendments.
- 6.13 The NEF shall not be obliged to accept the lowest offer or proposal received. The NEF reserves the right to enter into negotiations with a prospective vendor in relation to any terms and conditions, including the price of a prospective contract.
- 6.14 The NEF reserves the right to award this tender to an empowered entity or may award this tender on condition that a joint venture with an empowerment entity is formed.
- 6.15 The NEF may in its sole discretion determine how the tender will be awarded to the successful Bidders. Where the NEF deems fit, the tender may be awarded to Bidders in relation to specific portion of the terms of reference and in certain cases in relation to the entire terms of reference without having to furnish specific reasons. The NEF also reserves the right not to award the tender at all without having to furnish specific reasons.
- 6.16 The Bidders hereby offer to render all or any of the services described in this tender document to the NEF on the terms and conditions and in accordance with the specifications stipulated in this tender document. This tender document and the tenderer's response thereto shall form part of any service level agreement that may be concluded between the NEF and the bidders. In the event of conflict between such documents, the service level agreement shall take precedence over all other documents.
- 6.17 Bidders submitted must be signed by the duly representative of those Bidders, as evidenced by an authorising resolution or such similar document, a certified copy of which document, must be submitted with the tender.

- 6.18 The Bidders may be required by the NEF to prepare for a possible presentation and the Bidders shall be notified thereof no later than 4 (four) days before the actual presentation date.
- 6.19 The Bidders hereby agree that the offer herein shall remain binding upon them during the validity period. This Proposal and its acceptance shall be subject to the terms and conditions contained in this tender document.
- 6.20 The bidder furthermore confirms that he/she has satisfied himself/herself as to the correctness and validity of his/her tender response, that the price(s) and rate(s) quoted cover all the work/item(s) specified in the Tender response documents and that the price(s) and rate(s) cover all his/her obligations under a resulting contract and that he/she accepts that any mistakes regarding price(s) and calculations will be at his/her risk.
- 6.21 The bidder hereby accepts full responsibility for the proper execution and fulfillment of all obligations and conditions devolving on him/her under this tender as the principal(s) liable for the due fulfillment of this tender and any contract that might be concluded pursuant hereto.
- 6.22 **Bidders are required to register on the National Treasury Database as per National Treasury Circular No 3 of 2015/2016 – Central Supplier Database (CSD).**

**CONDITIONS AND UNDERTAKINGS BY BIDDERS IN RESPECT OF THIS TENDER**

Name of your Company (in block letters)	
Signature(s) of the Bidders or assignee(s)	
Name of person signing (in block letters)	
Capacity	
Are you duly authorized to sign this tender?	
Company Registration Number	
VAT Registration Number	
Postal address (in block letters)	
Physical address (in block letters)	
Domicillium citandi et executandi in RSA	(full) street address) (in block letters)
Contact Person	
Telephone Number	
Fax Number	
Cell Number	
E-mail	

**\*Failure to comply with any of the terms and conditions as set out above will invalidate the tender.**

## 7. EVALUATION CRITERIA

**Pre-qualification criteria:** A tenderer must be an EME or QSE with a minimum Level 2 B-BBEE status.

**Phase 1: Technical:** Bidders will need to score a minimum of **36 points in technical** in order to qualify for further evaluation (Phase 2 and 3).

<b>Technical</b>	<b>60</b>
<ul style="list-style-type: none"> <li>Company, Key Personnel and Experience</li> </ul>	5
<ul style="list-style-type: none"> <li>Client References</li> </ul>	5
<ul style="list-style-type: none"> <li>Quality of Project Proposal – Methodology for assessing AS-IS architecture</li> </ul>	10
<ul style="list-style-type: none"> <li>Quality of Project Proposal – Methodology for TO-BE architecture</li> </ul> <p>Provision of a sound project proposal that clearly demonstrates the service required by NEF and its related methodology and approach.</p> <p>Points are allocated based on the technical panel's individual assessment of the adequacy of the proposal which must include key deliverable areas covered in Section 2.2 of the bid document specifically highlighting the following:</p> <ul style="list-style-type: none"> <li>Business Architecture, Data Architecture, Application Architecture, Technology Architecture and Architecture Governance</li> <li>Architecture development cycle such as TOGAF</li> <li>Creating and maintaining Enterprise continuum</li> <li>Establishing enterprise capability including TOGAF resource base</li> </ul>	35
<ul style="list-style-type: none"> <li>Project Management</li> </ul>	5



**Phase 2: Presentation:** Bidders will need to score a minimum of **24 points** in order to be evaluated further

<b>Presentation</b>	<b>40 Points</b>
Only shortlisted companies will be invited for presentation	40

**Phase 3: 80/20 Preference Point System**

All tenders that will achieve the minimum qualifying score for technical will be evaluated further in terms of the preference point system as follows:

<b>CRITERIA</b>	<b>POINTS</b>
Price	80
BEE	20
<b>TOTAL</b>	<b>100 points</b>

## **SECTION: 2**

### **TERMS OF REFERENCE / SCOPE OF SERVICE**

#### **2.1 Preamble**

The National Empowerment Fund Act No.105 of 1998 established the National Empowerment Fund Trust (NEF), for the purpose of promoting and facilitating economic equality and transformation, by providing development finance for Black empowered South African businesses and by designing investment products in promoting savings and investment activity amongst Black South Africans. The NEF is an agency of the Department of Trade and Industry (**the Dti**) and is committed to the implementation of the Broad Based Black Economic Empowerment Act, Act 55 of 2003, and the Codes of Good Practice.

#### **2.2 BACKGROUND AND PURPOSE**

The National Empowerment Fund (NEF) seeks to engage the services of a Service Provider to: assist in developing an Enterprise Architecture.

NEF's infrastructure is a fairly new infrastructure which was built in 2007, which catered for a relatively small amount of end -users and systems at the time. The strategic context of the NEF has changed over the years; and the IT infrastructure also needs to be aligned with the changing business demand in order to leverage competitive advantage.

In the past, the NEF has experienced the following a fragmented, piecemeal approach to the IT technology infrastructure implementation over the last few years.

The NEF has made significant progress to date towards implementing a managed IT infrastructure and improving IT services in the following areas:

The NEF 's data centre is located at the Head Office, hosting key systems with the exception of the Human Resources system which is a cloud based system. The NEF has been expanding the data centre capability in a staggered approach depending on business needs and performance requirements. The backup and disaster recovery solution is also cloud-based. The NEF continues to rely on the use of networked workstations and has become dependent on network services to support day-to-day operations. Currently, the NEF provides roughly 180 users at 9 sites with office automation products, data, and applications. . The IST department connected all the regional sites on the same MPLS end of Sept 2016 allowing for more control and amenability of data and voice activity. The IST Department is looking into increasing the bandwidth for the NEF to be able to extend VOIP to the regions and cater for video conferencing and Office 365.

The NEF has 3 core systems namely Microsoft CRM, Credit Ease (Loan Management and Microsoft Great Plain for back-office accounting. The Human Resources system is cloud-based and is used for payroll and leave management. In 2007 the NEF implemented Microsoft Customer Relationship Management (Ms CRM) system, which integrates into a customised Loans Management system - Credit Ease (CE) and Microsoft Great Plains. The systems have since been upgraded to Ms CRM 2015,CE version 5 and Ms Dynamics Great Plains 2016.

It became apparent that the customised versions implemented did not fully complement and support the NEF's business requirements that have evolved overtime. Acknowledging the business processes and rules challenges; that have not been adequately configured in CRM and CE, both platforms function adequately well.

A two-year Master Systems Plan (IT Strategy) was developed internally and approved by the Board in 2015. The implementation of strategy at the NEF has followed the typical life cycle of strategy formulation, implementation of strategy through silo identification of projects and handing-over of the changes into the operational environment.

Some of the key IT projects that have been completed included:

- Improved Backup & Disaster Recovery Solution
- MPLS project to centralise the network infrastructure in the regions and the Head Office
- Contact Centre Upgrade – Mitel
- Business Process Re- engineering

In 2016, the NEF prioritised and embarked on the business process re-engineering project for the core end-to-end funding processes. The NEF intended on automation of the re-engineered business processes in 2017; however the organisation needs to ensure that it selects the right technology that is agile to integrate seamlessly with the NEF's key technologies; best suited to the achievement of the NEFs' overall strategic goals.

In parallel to the above, the NEF conducted an IT Governance Assessment which identified that there was no formal Enterprise Architecture in place. Failure to develop, approve and implement an Enterprise Architecture Framework may result in business processes, information, data, application and technology architecture layers being built on inconsistent architecture. The NEF thus identified a need to develop and implement an Enterprise Architecture to align IT Strategy with the organisation's strategy.

The NEF saw a need to develop an Enterprise Architecture (EA) function which will assist the NEF to align IT strategy with the business strategy. It is in this context that the NEF seeks the services of a service provider experienced in EA and in particular the various facets of an enterprise wide architecture. The service provider is expected to align to industry best practices; leverage previous EA experience and provide architecture insight when defining the NEF's architecture.

## PROJECT DETAILS

### Requirements

The objective of this RFP is to find suitably qualified service provider(s) to assist the NEF to address the requirements for the development of an Enterprise Architecture.

#### The RFP needs to take into consideration that:

- **A Master Systems Plan has been approved**
- **The Core Funding processes have been re-engineered and documented**
  
- The main aim for the development of an Enterprise Architecture (EA) for the NEF is to show value by supporting business objectives as follows:
- Strategy alignment: Need for a closer alignment of business- and IT strategy and its execution and ensure that the vision, direction and effort spend is aligned to the NEF's current strategies and future vision
- The EA will also be used to assist with IT modernisation/innovation initiatives and increase productivity because of better systems analysis and design.
- Predictable and sustainable IT solutions delivery.
- Faster IT response to changes in business strategy, tactics and operational processes.
- Efficiency and cost effectiveness in IT operations.

The RFP should also include the two items:

1.	<p>The service provider shall clearly describe the methodology that they intend to implement that will enable them to execute the work within the timescale required,</p> <p>A project implementation plan which includes:</p> <ul style="list-style-type: none"> <li>• All activities(statement of work);</li> <li>• Milestones; and</li> <li>• An implementation schedule based on the activity list shall be provided as part of the project plan including cost per milestone.</li> </ul>
2.	<p>Demonstrate the service provider's ability to develop Enterprise Architecture with reference to the EA deliverables. The relevant expertise and experience must be clearly demonstrated.</p> <p>Provide details of implementation of at least 3 EA projects (using the TOGAF methodology).</p> <ul style="list-style-type: none"> <li>• Provide a list of client references with contact details.</li> </ul>

The NEF wants to adopt Enterprise Architecture as a rigorous and structured approach for IT portfolio planning, execution and governance. EA focuses on establishing a common framework for defining, managing and governing business/IT structure, relationship and components. In a way, EA represents an integrated organisational blueprint for execution of business strategy through IT and covers strategy, tactical and operational domains.

## **2.3 Scope of Work**

The NEF is seeking the assistance of a Service Provider to develop Enterprise Architecture.

In order to assist the NEF address its requirements for the development of an Enterprise Architecture Framework (based on the TOGAF methodology), the service provider must carry out the following EA activities:

2.3.1 Develop AS-IS architecture (from existing architecture/processes).

2.3.2 Develop TO-BE architecture with the following deliverables:

- a) Business architecture.
- b) Information systems (data & application) architecture.
- c) Technology architecture.
- d) Architecture governance.

2.3.3 Gap Analysis and a 3 year EA RoadMap

## **2.4 Deliverables**

The following deliverables are expected from the Enterprise Architecture:

2.4.1 A documented Enterprise Architecture, in terms of the scope of work in section

2.4.2 All graphical content from this engagement must be modelled and available for reuse; and

## **4. MODUS OPERANDI OF THE SERVICE PROVIDER**

4.1 Reporting to the IST Manager, Chief Financial Officer and IST Steering Committee; the Service Provider shall be expected to work with the committees that shall be set up by the NEF and other staff that shall be identified.

4.2 The Service Provider in liaison with relevant stakeholders from the NEF shall come up with a step-by-step project implementation plan with specific milestones that shall form a basis for reporting to the NEF.

4.3 The Service Provider shall be expected to report the progress of milestones as per the documented project plan.

## **5. TIMESCALE**

The duration of the project is anticipated to run for a period of at a minimum of 3 months from the effective/appointment date until completion of the project.



## **SECTION: 3**

### **Pricing Schedule**

**(A separate pricing sheet must be attached)**

**SECTION: 4**

**BLACK ECONOMIC EMPOWERMENT**

### BBBEE Supplier Assessment Form

Trading name of entity

Contact person

Physical Address

Contact telephone number

Fax number

Cell phone

Email address

Percentage black shareholding (where applicable)

Percentage black women shareholding

Percentage white women shareholding

Do you fall within a gazetted industry charter?

Are you a Qualifying Small Enterprise?  
(Annual turnover between R5 million and R35 million)

Are you an Exempt Micro Enterprise?  
(Annual turnover less than R5 million)

**Please attach the BBBEE rating / scorecard certificate.**

I, the undersigned, certify that the information contained in this document is accurate and correct. I am fully responsible for any misrepresentation in this document and am aware of the repercussions that may arise as a result of such a misrepresentation.

Name: \_\_\_\_\_ ID Number/Passport Number: \_\_\_\_\_

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Position: \_\_\_\_\_

### **LIST OF TENDER RETURNABLES**

- Original valid Tax Clearance Certificate
- Declaration of Interest form
- Declaration of tenderer's past supply chain management practices
- BEE credentials / rating certificate
- Completed and signed tender document
- A copy/ies of any professional bodies that you are affiliated to
- The following information also needs to be provided with the tender document:
  - Names and details of Senior Management.
  - Shareholders Certificate.
  - Details of employees at an Operational Level.
  - Percentage of ownership by:
    1. Black Shareholders
    2. Black Women
    3. White Women

**Failure to submit the required documents will result in the proposal being non compliant and will be disqualified.**

## Declaration of tenderer's past supply chain management practices

- 1 This tender may be disregarded if the tenderer, or any of its directors have:
  - Abused the institutions supply chain management systems;
  - Committed fraud or any other improper conduct in relation to such a system; or
  - Failed to perform on any previous contract
  
- 2 In order to give effect to the above, the following questionnaire may be completed and submitted with the tender

Item	Question	Yes	No
4.1	Is the bidder or any of its directors listed on the National Treasury's database as companies or persons prohibited from doing business with the public sector? (Companies or persons who are listed on this database were informed in writing of this restriction by the National Treasury after the <i>audi alteram partem</i> rule was applied).		
4.1.1	If so, furnish particulars		
4.2	Is the bidder or any of its directors listed on the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)? To access this Register enter the National Treasury's website, <a href="http://www.treasuy.gov.za">www.treasuy.gov.za</a> . click on the icon "Register for Tender Defaulters" or submit your written request for a hard copy of the Register to facsimile number (012) 326 5445		
4.2.1	If so, furnish particulars		

4.3	Was the bidder or any of its directors convicted by a court of law (including a court outside of the Republic of South Africa) for fraud or corruption during the past five years?		
4.3.1	If so, furnish particulars		
4.4.	Was any contract between the bidder and any organ of state terminated during the past five years on account of failure to perform on or comply with the contract?		
4.4.1	If so, furnish particulars		

I, THE UNDERSIGNED (FULL NAME) ..... CERIFY THAT THE INFORMATION FURNISHED ON THIS DECLARATION FORM IS TRUE AND CORRECT.

I ACCEPT THAT, IN ADDITION TO CANCELLATION OF A CONTRACT, ACTION MAY BE TAKEN AGAINST ME SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....  
Signature Date

.....  
Position Name of bidder

## DECLARATION OF INTEREST

1. Any legal person, including persons employed by the state\*, or persons having a kinship with persons employed by the state, including a blood relationship, may make an offer or offers in terms of this invitation to bid (includes a price quotation, advertised competitive bid, limited bid or proposal). In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons employed by the state, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority and/or take an oath declaring his/her interest, where-

- the bidder is employed by the state; and/or
- the legal person on whose behalf the bidding document is signed, has a relationship with persons/a person who are/is involved in the evaluation and or adjudication of the bid(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarant acts and persons who are involved with the evaluation and or adjudication of the bid.

2. **In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.**

2.1 Full Name of bidder or his or her representative:

.....

2.2 Identity Number:

.....

2.3 Position occupied in the Company (director, shareholder etc):

.....

2.4 Company Registration Number:  
.....

2.5 Tax Reference Number:  
.....

2.6 VAT Registration Number:  
.....

\* "State" means –

- (a) any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No. 1 of 1999);
- (b) any municipality or municipal entity;
- (c) provincial legislature;
- (d) national Assembly or the national Council of provinces; or
- (e) Parliament.

2.7 Are you or any person connected with the bidder **YES / NO**  
presently employed by the state?

2.7.1 If so, furnish the following particulars:

Name of person / director / shareholder/ member: .....

Name of state institution to which the person is connected:  
.....

Position occupied in the state institution:  
.....

Any other particulars:  
.....  
.....



.....

2.8 Did you or your spouse, or any of the company's directors / **YES / NO**  
shareholders / members or their spouses conduct business  
with the state in the previous twelve months?

2.8.1 If so, furnish particulars:

.....  
.....

2.9 Do you, or any person connected with the bidder, have any relationship (family, friend, other)  
with a person employed by the state and who may be involved with the evaluation and or  
adjudication of this bid? **YES/NO**

2.9.1 If so, furnish particulars.

.....  
.....

2.10 Are you, or any person connected with the bidder,  
Aware of any relationship (family, friend, other) between the bidder and any person  
employed by the state who may be involved with the evaluation and or adjudication of this  
bid? **YES/NO**

2.10.1 If so, furnish particulars.

.....  
.....

2.11 Do you or any of the directors /shareholders/ members of the company have any interest in  
any other related companies whether or not they are bidding for this contract? **YES/NO**

2.11.1 If so, furnish particulars:

.....  
.....

## DECLARATION

I, THE UNDERSIGNED (NAME).....

CERTIFY THAT ALL THE INFORMATION FURNISHED IN THIS TENDER SUBMISSION IS CORRECT.

I ACCEPT THAT THE STATE/NEF MAY ACT AGAINST ME IN TERMS OF THE GENERAL CONDITIONS OF CONTRACT ISSUED BY NATIONAL TREASURY OR ANY APPLICABLE LAW SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....  
Signature

.....  
Date

.....  
Position

.....  
Name of bidder