

**APPOINTMENT OF A SOLUTION ARCHITECT FOR THE
IMPLEMENTATION OF THE INDEPENDENT REGULATORY BOARD FOR
AUDITORS' DIGITAL TRANSFORMATION PLAN**

BID NO.: IRBA/01/2026/RFT
CLOSING DATE: 25 February 2026 at 12h00 (South African Standard Time)
BID DESCRIPTION: Bidders are hereby invited to submit their proposals for the supply of the abovementioned service, in accordance with the Terms of Reference and conditions outlined in this tender document.

COMPULSORY VIRTUAL

BRIEFING SESSION DATE: 13 February 2026 at 11h00 (South African Standard Time)

- This bid is subject to the General Conditions of Contract and, where applicable, any other special conditions of contract.
- Kindly note that the bid offers should be submitted as follows:
 - Via hand-delivery and be deposited in the tender box on the Ground Floor of Building 2, Greenstone Hill Office Park, Emerald Boulevard, Modderfontein, 1609.
- No bids forwarded via electronic medium (e.g. email, fax or a similar medium) will be considered.
- Late bids will not be accepted.



MARIUS FOURIE

DIRECTOR: OPERATIONS

DATE: 2026-02-05

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GLOSSARY

Term	Definition/Meaning
Application Programming Interface (API)	A set of protocols and tools that enable different software applications to communicate and exchange data seamlessly, acting as a bridge between systems.
Business Analyst	The project role of an individual or team that translates business needs into clear, testable requirements and user stories; facilitates workshops with departments; validates functional and non-functional requirements; and helps ensure the designed solution meets the Independent Regulatory Board for Auditors (IRBA) objectives and regulatory context.
Business Intelligence (BI) Tools	Tools and systems, such as Power BI or QlikView, that transform raw data into automated dashboards and real-time reports to support data-driven decision-making.
Business Process Engineer	The project role of an individual or team that maps and redesigns end-to-end processes and customer journeys across departments; identifies inefficiencies and hand-offs; as well as defines workflows and approval matrices to guide configuration and integration during solution design and implementation.
Business Process Re-engineering	The activity of mapping and redesigning departmental and cross-functional workflows to improve efficiency and guide the configuration of digital solutions, often using customer journey visualisation.
Case Management System	A specialised application used to manage, track and record the full lifecycle of incidents, inspections or investigations (cases), providing a complete audit trail from initiation to closure.
Change Management	A structured approach that supports and guides individuals, teams, and business units through a digital transformation project/process to ensure user adoption of new systems.
Cloud Platforms	Internet-based infrastructure providing on-demand computing resources for hosting data and applications, eliminating the need for physical data centers and on-premises servers.

Term	Definition/Meaning
Content and Document Management	Strategies, tools and processes to capture, organise, store, secure, track and deliver structured and unstructured information (documents, media and web content) throughout its lifecycle.
Customer Journey Map	A visual representation of the steps and interactions a stakeholder experiences when engaging with the IRBA services from start to finish.
Data Integration Layer	A technical layer (APIs, Enterprise Service Bus, middleware, microservices) that enables systems to exchange data automatically and consistently.
Digital Maturity Assessment	An evaluation of the IRBA's current technological capability and readiness to meet future digital and operational challenges.
Digital Transformation Strategy	An outline of the IRBA's vision, objectives and rationale for adopting digital technologies to enhance efficiency, transparency and stakeholder engagement.
Document Management System	A digital repository of IRBA documents which supports various document formats, enables automatic version control, incorporates automated scanning via Optical Character Recognition and allows information-searching within documents under strict access control. (See Content and Document Management.)
Enterprise Architecture	A structured approach to aligning business processes, data applications and technology with the organisational strategy, often using frameworks such as TOGAF or Zachman.
Enterprise Resource Planning (ERP)	An information system used to manage corporate business functions, e.g. finance, accounting, human resources, material management, administration and billing.
Enterprise Service Bus	A middleware architecture that acts as a central communication hub, facilitating seamless data exchange and integration between diverse, disparate applications within an organisation, handling tasks such as data transformation, message routing, protocol conversion and security to enable

Term	Definition/Meaning
	service-oriented architecture and connect legacy systems, cloud services and new applications.
Information Architecture and Technology Architecture	Information Architecture is a blueprint for organising and managing data and information across the organisation, ensuring all digital products and services are integrated and coherent. Technology Architecture designs the underlying information technology systems, infrastructure and applications that store, process and deliver that information (with both architecture types working together) to support business goals, ensuring organised data and efficient technology to meet user needs.
Information Management System	This collects, stores, organises, analyses and distributes data to help organisations make informed decisions, improve efficiency and manage resources. It transforms data into usable information for planning, controlling and coordinating operations, supporting all levels of management with timely reports and insights.
Independent Regulatory Board for Auditors	A statutory body established by the Auditing Profession Act 26 of 2005, as amended, with jurisdiction within the Republic of South Africa, and the client for this project.
Learning Management System	A digital platform for delivering training material and managing Continuing Professional Development records for registered auditors.
Microservices	An approach used when developing a software application that is a small and independent collection of services that communicate with each other.
Middleware	A software that allows one or more kinds of communication between applications. (See Enterprise Service Bus.)
Non-functional Requirements	Technical performance characteristics of a system, such as security, reliability, scalability, usability and maintainability.
Quality Assurance	Activities which verify that the implemented solution meets the specifications, standards, usability, performance expectations and acceptance criteria.

Term	Definition/Meaning
Project Manager	The project role of an individual or team that plans and controls the scope, schedule, cost, risks and vendor deliverables for the solution design and implementation.
Risk Management Matrix	A tool used to identify, rate and prioritise risks based on their likelihood and impact.
Service Request Management	A system that allows stakeholders to log, track and resolve service requests digitally.
Solution Architect	A specialist project role of an individual or team responsible for the solution design and also independently overseeing the implementation of the System Integrator.
Solution Design	The principal work product of the Solution Architect which describes the technical solution, ensuring alignment with business needs.
Solution Roadmap	A phased implementation plan outlining the activities, milestones, timelines and responsibilities for delivering the digital solution.
System Integrator	A service provider appointed to supply and implement software, configure hardware and ensure all technological components function together as a unified system and as specified by the solution design.
Workflow Automation	The use of digital tools to automate repetitive manual tasks, improve efficiency, enhance transparency and reduce human error.

SECTION A: GENERAL CONDITIONS OF THE BID

The Independent Regulatory Board for Auditors (IRBA) invites suitably qualified and experienced independent bidders to submit proposals for the appointment of a Solution Architect to design, specify and provide oversight for the implementation of an Information Management System (IMS) and associated enterprise systems envisioned in the IRBA's approved Digital Transformation Strategy and Implementation Plan.

1. PROPRIETARY INFORMATION

The IRBA will consider this Request for Tender (RFT) and all related information, either written or verbal, that is provided to the bidder to be proprietary to the IRBA. Such information shall be kept confidential by the bidder and its officers, employees, agents and representatives. The bidder shall not disclose, publish or advertise this RFT, or the related information, to any third party, without the IRBA's prior written consent.

2. ENQUIRIES

2.1. All communication and attempts to solicit information of any kind relative to this RFT should be channelled **in writing** to:

RFT Enquiries

Koketso Moeng

Email address: scm@irba.co.za

2.2. Enquiries in relation to this RFT will not be entertained after 16h00 on **16 February 2026**.

2.3. All enquiries will be consolidated and the IRBA will then issue one response that will be posted on **18 February 2026** on the IRBA website (www.irba.co.za), under the section on tenders.

2.4. The IRBA may, in its absolute discretion, respond to any enquiry; and the bidder acknowledges that it will have no claim against the IRBA on the basis that its bid was disadvantaged by lack of information, or the inability to resolve ambiguities.

3. COMPULSORY VIRTUAL BRIEFING SESSION

All bidders must attend the compulsory virtual briefing session that is scheduled as follows:

Venue: Microsoft Teams

Teams Link: <https://teams.microsoft.com/meet/36129706221832?p=IkWsWt9eHqjnNkZF55>

Meeting ID: 361 297 062 218 32

Passcode: Zk7Qj77M

Date: 13 February 2026 (South African Standard Time)

Time: 11h00 to 13h00

4. BID VALIDITY PERIOD

Responses to this RFT from bidders will be valid for a period of 145 days, from the bid closing date.

5. OVERVIEW OF THE IRBA

The IRBA was established in terms of Section 3 of the Auditing Profession Act 26 of 2005, as amended (the Act), which had an effective date of 1 April 2006. Its primary purpose is to protect the financial interests of the public by ensuring that only suitably qualified individuals are registered as members of the auditing profession; and that registered auditors deliver services of the highest quality and adhere to the highest ethical and professional standards. As part of its legislative functions, the IRBA is required to investigate and take appropriate action against registered auditors in respect of improper conduct.

The IRBA fulfils its statutory function by:

- Setting audit standards.
- Preparing and training candidate auditors.
- Monitoring audit standards through inspections.
- Maintaining standards through investigations of alleged improper conduct.
- Enforcing standards through disciplinary hearings.

Its principal value-adding processes are:

- Auditor support (training, registration, access to standards and continuing professional development).
- Development and publication of audit standards, including manuals and practice notes.
- Compliance enforcement (responding to complaints, conducting inspections and investigations, holding hearings and litigation).

The IRBA has a workforce of about 100 professionals across seven departments – Executive, Standards, Investigations, Inspections, Education and Transformation, Legal, and Operations.

6. MINIMUM REQUIREMENTS FOR A BID

- 6.1.** Interested bidders must comply with the minimum conditions set out below, for their proposals to be evaluated on functionality. Failure to submit or comply will render the bid non-compliant.

- 6.2. Compulsory Virtual Briefing Session:** All bidders are required to attend the compulsory virtual briefing session. It is mandatory to complete the attendance register during the session. Please note that failure to attend the session and complete the attendance register will result in the disqualification of the bidder from consideration in this bid process.
- 6.3.** The IRBA maintains independence from the registered auditors it regulates. As such, no bids will be considered from any entity or person that it regulates, including network firms, as defined in the IRBA Code of Professional Conduct for Registered Auditors. In view of this, bidders must be free from any relationship that could result in any undue influence from auditors and audit firms that the IRBA regulates. Consequently, bidders are required to submit the declaration, as per **Annexure A**, that confirms they are independent of the auditing profession in that:
- a) They are not employed by an audit firm and/or a network firm; and
 - b) They do not share, directly or indirectly, in any profits or interests of a registered auditor, an audit firm and/or any person related to a registered auditor and/or an audit firm.
- 6.4.** Interested bidders are required to complete and submit the following appropriately signed (by authorised signatories) Standard Bid Documents (SBDs), failing which their bid responses will be disqualified:
- a) SBD 1: Invitation to Bid.
 - b) SBD 3.3: Pricing Proposal.
 - c) SBD 4: Declaration of Interests Form.
 - d) SBD 6.1: Preference Points Claim Form in terms of the Preferential Procurement Policy Framework Act, 2022.
- 6.5. National Treasury – Central Supplier Database (CSD):** Bidders must submit confirmation of the company or individual registration on the CSD. The IRBA will not award any contract to a bidder that is not registered as a supplier on the CSD, as required in terms of National Treasury Circular No. 3 of 2015/2016 and National Treasury SCM Instruction Note 9 of 2017/2018. The CSD registration requirement applies to all companies and individuals. Bidders may register on the CSD through the National Treasury website (www.csd.gov.za).
- 6.6.** Bidders are required to complete and submit the compulsory Financial Proposal (**Annexure B**), without changing the structure. Failure to complete it in the prescribed manner and with alterations will result in the disqualification of the bid.
- 6.7.** The IRBA reserves the right to verify the validity of any information or documentation submitted in the bid proposal for the functionality evaluation stage.

7. INSTRUCTIONS ON THE SUBMISSION OF BIDS

- 7.1.** The IRBA requires **two** copies – one original hard copy and one soft copy (USB) – of the complete bid documentation that supports the criteria, as stated in section B of this document.
- 7.2.** The Pricing Schedule and SBD 3.3 form (**Annexure B: Financial Proposal**) must be submitted in a separately sealed envelope, along with the printed copies of the bid documentation.
- 7.3.** The bid document must be hand-delivered and placed in the bid box on the Ground Floor of Building No. 2, Greenstone Hill Office Park, Emerald Boulevard, Modderfontein, 1609, by no later than 12h00 (South African time) on 25 February 2026.
- 7.4.** The bid register, located along the tender box, must be signed by the person making the delivery.
- 7.5.** The bid closing date, bidder's name and the return address must also be reflected on the envelope(s).
- 7.6.** No bid response received by electronic medium (e.g. email, fax or similar medium) will be considered.
- 7.7.** Any bid response that is not in the bid box at the bid closing date and time will be regarded as a late bid. It is the IRBA's policy not to consider late bids for tender evaluations.
- 7.8.** Amended bids may be sent in an envelope marked "Amendment to bid" and should be placed in the bid box before the closing date and time.

8. PREPARATION OF THE BID RESPONSE

- 8.1.** All documentation submitted in response to this RFT must be in English.
- 8.2.** The bidder is responsible for all costs that they shall incur regarding the preparation and submission of the bid document.
- 8.3.** Bids submitted by bidders that are comprised of companies must be signed by a person or persons duly authorised thereto by a resolution of the applicable board of directors, a copy of which resolution, duly certified, must be submitted with the bid.
- 8.4.** The bidder should check the numbering of the pages on their bid to satisfy themselves that the document is paginated and that no pages are missing or duplicated. No liability will be accepted by the IRBA regarding anything arising from the fact that pages of a bid are missing or duplicated.
- 8.5.** The information required in paragraphs 6.3 to 6.5 above must be included in the bid response.
- 8.6.** A financial proposal, as indicated in **Annexure B**, must be included in the bid response.

- 8.7. The bidder must submit an overview and history of their company, including its core business and an organisational chart that indicates the ownership structure. This should also include a past and current client list that has examples of organisations for which solutions design/development work was completed. To do this, the bidder must complete Table 3, in **Appendix A**, and list a minimum of three previously completed or current projects, as per the Functionality Evaluation criteria indicated in paragraph 8 under section B of this RFT.
- 8.8. Additionally, the bidder must include a detailed project methodology, in line with the scope of work and Terms of Reference requirements.
- 8.9. Detailed curricula vitae (CVs) of the assigned team members must be included in the bid response. The relevant details, as per Table 2 in Appendix A, must be added for each of the individuals assigned to the project.
- 8.10. Reference letters, as per the Functionality Evaluation criteria set out in section B, must be included in the bid response.
- 8.11. Bidders must complete the Checklist for the Tender Submission (Table 1, Appendix A). Completing this checklist will assist the bidder in ensuring that they have complied with all of the submission requirements.

9. REQUIREMENT TO CONCLUDE A CONTRACT

- 9.1. This bid document, all the appended documentation and the proposal in response thereto, together with the General Conditions of Contract issued in accordance with Chapter 16A of the Treasury Regulations, shall form the basis for formal contracts to be negotiated and concluded between the IRBA and the successful bidder to whom this bid will be awarded.

10. CONTRACT PERIOD

- 10.1. The contract relating to the appointment of the Solution Architect shall remain in force for a period of 18 months, subject to the successful completion of the agreed project deliverables and milestones.
- 10.2. The implementation support phase of the project will be conducted over a period of 36 months on a part-time basis.
- 10.3. The successful bidder shall, upon receipt of a written notification of an award, be required to conclude a contract with the IRBA, inclusive of a Service Level Agreement (SLA), within a period of one month. The SLA will serve as a tool to measure, monitor and assess the service provider's performance and ensure an effective delivery of the services, quality and value-add to the IRBA's business.

11. ASSIGNMENT OF OBLIGATIONS, INDEPENDENCE AND CONFLICT OF INTEREST

11.1. The successful bidder:

- a) May not assign their own obligations.
- b) Shall conduct their business from the Republic of South Africa.
- c) Shall, in rendering the services to the IRBA, maintain independence and must not have any conflicts of interest.
- d) Must immediately advise the IRBA, in writing, when it seems that unforeseeable circumstances will adversely affect the execution of the contract. Full particulars of such circumstances, as well as the period of delay, must be furnished to the IRBA.
- e) Shall restrict the use of the IRBA information and documentation to the purpose for which such information and documentation were disclosed to the bidder by the IRBA.
- f) Shall ensure that the credentials, qualifications and required years of experience of the individuals presented to the IRBA are in line with the requirements set out in the Functionality Evaluation criteria and included in the proposals submitted; and that these individuals shall not be substituted without the prior approval of the IRBA.

11.2. The successful bidder shall, at all times, perform their duties as an independent and neutral technical authority. In doing so, the successful bidder shall remain free from any commercial bias and shall exercise the highest degree of professional diligence to identify, avoid and mitigate any actual, potential or perceived conflicts of interest arising during the technology selection and system integration processes.

11.3. All bidders are required to comply with the conflict of interest requirements and declarations as set out in **Annexure D**.

11.4. The successful bidder shall be required to sign Declaration of Interest and Confidentiality documents to declare any actual, potential or perceived conflicts of interest.

11.5. The successful bidder shall ensure that all procurement processes are conducted in a transparent and impartial manner. In this regard, the Solution Architect shall assist the IRBA in drafting unbiased tender specifications and objective evaluation criteria for the IMS.

12. REPORTING

12.1. The successful bidder shall meet with the IRBA team to discuss reporting and account queries, as and when requested by the IRBA.

12.2. The successful bidder shall submit periodic reports to the Project Sponsor as follows:

- a) **Detailed progress reports** shall be submitted monthly, outlining the activities completed, the milestones achieved and any variances from the agreed project plan.
- b) **A performance report** shall be submitted quarterly, assessing compliance with service standards, timelines and quality requirements. The report shall be pitched at reporting on the status of the project to the IRBA Board.
- c) **Final monitoring report** upon completion of the project, the service provider shall submit a comprehensive monitoring report evidencing full compliance with all deliverables and contractual obligations.

12.3. Reports will be subject to review and approval by the Project Sponsor within 10 business days of submission. The IRBA reserves the right to request clarifications or additional information, where necessary.

12.4. Failure to submit reports in accordance with the project requirements may result in the withholding of payment until compliance is achieved.

12.5. Payment disbursements will be contingent upon satisfactory performance assessment of the service provider and the submission of a comprehensive monitoring report evidencing compliance with service delivery requirements.

13. CANCELLATION OF THE CONTRACT

13.1. The IRBA may, in its sole discretion and without limitation to any of its other rights elsewhere in law, cancel the contract, if it is satisfied that any person (including an employee, partner, director or shareholder of the interested company or a person acting on behalf of or with the knowledge of the interested person or entity):

- a) Is executing a contract with the IRBA unsatisfactorily;
- b) Has, in any manner, been involved in a corrupt act or offered a gift or remuneration to any officer or employee of the IRBA in connection with obtaining or executing a contract;
- c) Has acted in bad faith, in a fraudulent manner or committed an offence in obtaining or executing a contract;
- d) Has, in any manner, influenced or attempted to influence the awarding of the IRBA's bid process;
- e) Has, when advised that their proposal has been accepted, given notice of their inability to execute or sign the contract;
- f) Has engaged in any anti-competitive behaviour, including having entered into any agreement or arrangement, whether legally binding or not, with any other person, entity

or company to refrain from quoting for this contract, or relating to the bid to be submitted by either party; and/or

- g) Has disclosed to any other person any information relating to this bid, except where disclosure in confidence was necessary to obtain quotations required for the preparation of the bid.

13.2. The IRBA may, in its sole discretion, resolve that for a specified period it will not consider any bid from a bidder whose contract has been cancelled for fraud, dishonesty or contravention of supply chain management legislation. If the IRBA is satisfied that any person is or was a shareholder or a director of an entity or company, which, in terms of paragraph 13.1, is one from which no bid will be favourably considered for a specified period, it may also decide that no bid from such a person, entity or company shall be favourably considered for a specified period.

13.3. Any restriction imposed upon any person/entity shall apply to any other person/entity with which such a person/entity is associated.

13.4. The IRBA reserves the right to unilaterally terminate the contract with the successful bidder on at least one month's notice, in the event of circumstances beyond the IRBA's control and those that render continuation with the contract undesirable or unnecessary.

14. INTELLECTUAL PROPERTY AND KNOWLEDGE TRANSFER

14.1. All deliverables, specifications, models, diagrams and documentation generated by the Solution Architect under this contract shall be the exclusive intellectual property of the IRBA.

14.2. The Solution Architect must ensure a complete handover of all editable source files and configuration artefacts at project closure.

15. SUPPLIER PERFORMANCE MANAGEMENT

The IRBA views supplier performance management as a critical component in ensuring high quality, in as far as the acquisition of services and the maintenance of good relations between the organisation and all its service providers are concerned.

16. DISCLAIMER

16.1. Bidders must make and rely on their own investigations and satisfy themselves as to the correctness of any and all aspects of the bid. The IRBA will not be liable for any incorrect or potentially misleading information in relation to any part of this document and any accompanying bid documents.

- 16.2. The IRBA reserves the right to not appoint a bidder that does not comply with the conditions of this bid, or if it obtains information about the bidder that could put the IRBA at risk.
- 16.3. The IRBA reserves the right to cancel this bid, should the budget to cover its full costs not be available at the time of awarding the contract, or if the need no longer exists, or the specifications have changed.

17. ABSENCE OF OBLIGATIONS

- 17.1. No legal or other obligation shall arise between the bidder and the IRBA, unless and until the formal appointment, contract and SLA have been signed.
- 17.2. The IRBA reserves the right, at its sole discretion, not to accept or proceed with any bid submitted in response to this Request for Tender and shall incur no liability whatsoever to any bidder as a result of such decision.

18. EVALUATION CRITERIA AND POINTS ALLOCATION

Bids shall be evaluated in terms of the process and conditions that are detailed below.

18.1. Phase 1 – Eligibility Criteria/Mandatory Requirements

During this phase, bid responses will be reviewed for the purposes of assessing compliance with the RFT requirements, including the general bid conditions that require the following:

- **Mandatory Briefing Session:** Service providers will be required to attend a compulsory briefing session. Failure to attend the briefing session and failure to complete the attendance register will result in the disqualification of the bidder. Bidders are required to attend the live session for its full duration.
- a) **National Treasury – Central Supplier Database:** Service providers must submit confirmation of their company or individual registration on the CSD or provide a CSD registration summary report.
- b) **Tax Compliance Status:** A valid tax clearance certificate or PIN issued by the South African Revenue Service (SARS) must be provided.
- c) **Consortia and Joint Ventures (JVs):** If the bid is from a JV or a collaborative partnership (including a newly formed company) that does not have a joint track record, the individual entities that make up the tendering unit/JV should each provide all the mandatory requirements. Should all the requirements in respect of the tendering unit or the individual entities (as the case may be) not be met, then the JV will be disqualified. It is recognised that a bidder may wish to form a consortium or a JV to provide the services. In that case,

the bidder must submit the Consortium or JV agreement that has been signed by all parties.

d) Pricing: Bidders must complete and submit the compulsory Pricing Proposal (**Annexure B**), without changing the structure. Failure to complete it in the prescribed manner and with alterations will result in the disqualification of the bid.

e) Standard Bid Documents: Complete and submit all the following SBDs, as noted in paragraph 5 above:

- SBD 1: Invitation to Bid.
- SBD 3.3: Pricing Proposal.
- SBD 4: Declaration of Interests Form.
- SBD 6.1: Preference Points Claim Form in terms of the Preferential Procurement Policy Framework Act, 2022.

f) Declaration of Independence: Complete and submit the declaration (Annexure A) confirming independence from the auditing profession. The IRBA reserves the right to perform a verification of the declarations made.

g) Conflict of interest declaration form: commercial bias

The Standard Bid Documents, Declaration of Independence and Conflict of interest declaration commercial bias form must be completed and submitted. The IRBA reserves the right to request information/additional documents, if there are any missing from the bidder's submission.

Failure to comply with the requirements assessed in Phase 1 (compliance) will lead to the disqualification of a bid.

18.2. Phase 2: Functionality Evaluation

Bid responses will be evaluated in accordance with the functionality criteria listed in section B of this RFT document, and the associated points are also indicated.

Bidders are required to achieve a minimum score of 70 points out of a maximum of 100 to progress to the next phase; and will be evaluated in accordance with the weight scoring set out in paragraph 8 of section B below. Also, it should be noted that a minimum qualifying score per criteria must be met, as set out in the evaluation criteria. Failure to achieve any of the minimum scores will result in a disqualification for further consideration, even if the overall minimum total score has been obtained.

Mandatory Qualifying Criteria: Only the five highest-scoring bids, based on the functionality evaluation criteria, shall qualify to advance to Phase 3 of the evaluation process. No other bids shall be considered for further evaluation beyond this stage.

The IRBA reserves the right to request a presentation from the prospective bidder, based on the contents of the submitted proposal, prior to making the final appointment.

18.3. Phase 3: Specific Goals and Pricing

Only the five highest-scoring bids that meet the minimum qualifying score for functionality and are deemed acceptable will proceed to Phase 3, during which they will be evaluated in accordance with the 80/20 preference point system set out below.

(Note: The recommended bidder will be required to give a presentation to the Bid Adjudication Committee/Management Committee.)

Criteria	Points
Specific Goals	20
Pricing	80
Total Points	100

18.3.1. Specific Goals

A maximum of 20 points will be awarded to a bidder for the specific goals of people who were historically disadvantaged by unfair discrimination, based on the following:

Specific Goal Allocated Points in terms of this Tender	Points Allocated (80/20 system)
a) Enterprise with ownership of 51% or more by person/s who are Black	10
b) Enterprise with ownership of 51% or more by person/s who are women	5
c) Enterprise with ownership of 51% or more by person/s who are youth	3
d) Enterprise with ownership of 51% or more by person/s with a disability	2
TOTAL	20

To qualify for preference points for specific goals, the bidder must submit proof of the documents noted below, together with the proposal for the 80/20 evaluation criteria. While failure to submit the supporting proof documents will not disqualify the bidder, it will result in the allocation of zero points for the respective specific goal. The documents required for the verification of the points allocation are:

No.	Procurement Requirement	Proof Documents
a)	Black people/ownership	Black Economic Empowerment (BEE) Certificates/Sworn Affidavit/Share Certificates
b)	Women	BEE Certificates/Share Certificates
c)	Youth	BEE Certificates/Share Certificates
d)	Disabled (living with a disability)	Medical Certificate/Report
<i>Service providers are required to submit CIPC documents and a correlating CSD Report which will be used to verify the ownership percentage of the company</i>		

18.3.2. Pricing

Note: Please refer to the Pricing Schedule and the SBD 3.3 form (**Annexure B: Financial Proposal**) for the pricing format in which the required proposal must be provided.

- a) Service providers are required to submit an all-inclusive quotation on an official company letterhead, using the Pricing Schedule format attached. This schedule must cover the cost breakdown for all items, as per the scope of work, and the expected deliverables for the duration of the contract. Service providers must submit price quotations that are **inclusive** of Value-Added Tax (VAT).
- b) The submission of the Pricing Schedule is compulsory, and service providers must ensure that it is completed without changing the structure. Failure to complete same in the prescribed manner and with alterations to the prices will result in the disqualification of the bid during the financial evaluation process.
- c) The pricing must include all the expected elements linked to any of the specified deliverables.
- d) Bidder must ensure that the price quotations are inclusive of all applicable taxes (including VAT). An indication of those prices to which tax does not apply is also required. All prices **MUST** include any other costs such as travel expenses incurred to render the service. Additional charges post the contract acceptance cannot be submitted; they will be rejected.
- e) Costs should cover all aspects of the project, including advisory services, project management, reporting, meetings, travel, the drafting of specifications and the Bid Adjudication Committee presentation.
- f) Bidders must ensure that their pricing quotations are fully aligned to the scope of work. All service requirements relating to the successful delivery of this project,

whether explicitly listed in the pricing schedule or not, must be included in the total cost.

- g) Bidders are required to structure their pricing in a manner that allows for the unbundling of large milestones into clearly defined milestones with corresponding deliverables, where payment shall be made in line with the satisfactory completion of deliverables and agreed milestones.
- h) Failure to provide complete information may result in non-compliance.
- i) It is expected that the bidder is financially sustainable to ensure the successful delivery of services. The IRBA will not make any upfront payments in respect of service deliverables. All payments shall be made in accordance with the agreed milestones and upon the satisfactory completion of the deliverables as stipulated in the contract.
- j) Failure to demonstrate financial sustainability, either during the bidding process or throughout the contract term, may result in the disqualification of the bid or termination of the contract by the IRBA.

SECTION B: FUNCTIONAL REQUIREMENTS SPECIFICATIONS

1. BACKGROUND AND STRATEGIC ALIGNMENT

On 30 May 2025, the Board approved the IRBA's Digital Transformation Strategy and Implementation Plan, marking a significant milestone in the organisation's journey towards modernisation and enhanced operational efficiency. This strategic initiative is designed to leverage technology as a key enabler for regulatory excellence, stakeholder engagement and improved service delivery.

The strategy defines a 36-month implementation programme to establish governance and change management; optimise Microsoft tooling; engage a Solution Architect; appoint a System Integrator; procure an enabling solution; and implement integrated work packages that will culminate in the IMS. Oversight of the entire implementation project will be provided by the Digital Transformation Steercom, with the Director Operations as Project Sponsor.

1.1. Preparation Phase

As part of the preparatory work, the IRBA conducted a comprehensive digital maturity assessment to evaluate its existing technological capabilities and readiness for future advancements. This assessment provided critical insights into gaps, opportunities and priority areas for transformation.

1.2. Governance and Oversight

To ensure effective execution, the IRBA established a Steering Committee, tasked with overseeing the implementation of the strategy. The committee operates under the leadership of the Project Sponsor, Director Operations, ensuring alignment with organisational objectives and accountability throughout the process.

1.3. Implementation Approach

The implementation process is structured around:

- Strategic alignment – ensuring all initiatives support the IRBA's mandate and long-term vision.
- Phased delivery – executing projects in defined phases, to manage risk and optimise resource allocation.
- Performance monitoring – regular reporting and evaluation against key milestones and deliverables.
- Stakeholder engagement – maintaining transparent communication with internal and external stakeholders.

This approach positions the IRBA to achieve a future-ready digital ecosystem, enabling improved

regulatory oversight and enhanced stakeholder trust.

2. OBJECTIVES OF THE SOLUTION ARCHITECT APPOINTMENT

The Solution Architect will:

- Confirm and refine business and technical requirements across all IRBA departments.
- Design a future-state solution architecture for IMS and related systems that is scalable, agile and future-proof, including an integration with existing platforms (i.e. Microsoft Suite, Sage and FlowCentric ProcessWare), where required.
- Develop comprehensive tender specifications for appointing a System Integrator.
- Provide implementation oversight, quality assurance, documentation control and structured knowledge transfer.

The Solution Architect must ensure that all technical, data protection and security requirements are comprehensively addressed throughout the implementation process. This includes:

- **Existing Systems Integration:** Leveraging and integrating with the IRBA's existing platforms, where appropriate, and specifying additional commercial off-the-shelf or bespoke components as required.
- **Security and Privacy:** Designing solutions that are secure by design, incorporating identity and access management, encryption, logging and monitoring, as well as vulnerability management. All implementations must comply with the Protection of Personal Information Act (POPIA), including conducting privacy impact assessments and establishing breach response protocols.
- **Data and Business Intelligence:** Defining unified auditor master data, metadata management, data retention, migration and integration (using the Enterprise Service Bus or microservices). The architecture must specify a Data Warehouse or Lakehouse to support business intelligence platforms (such as Power BI or QlikView) and establish a unified data model for cross-functional analytics.

3. OPERATIONAL AND TECHNICAL CHALLENGES

The IRBA is currently facing several challenges that significantly impact its digital transformation journey. These challenges include those highlighted below.

3.1. Inefficient Information Management

Lack of a centralised data repository and advanced analytics tools hampers the effective utilisation of auditor, audit data, and internal data relating to auditors (e.g. CPD, inspections,

investigations, disciplinary hearings, RIs etc). A comprehensive review of data management policies and staff training is essential to ensure consistency and accuracy

3.2. Suboptimal Transaction Data Sharing

Duplicated and unlinked transaction data reduces accuracy, complicates stakeholder interactions and prolongs reporting cycles, due to manual processes.

3.3. Complex Data Extraction for Decision-Making

Incomplete and inefficient data extraction processes hinder timely and accurate business decisions. A unified view of auditor information and the automation of repetitive tasks are critical to improving oversight and responsiveness.

3.4. Limited Document Sharing Capabilities

The current content-sharing system lacks functionality and scalability, restricting collaboration and efficiency.

3.5. Outdated Process Workflows

Siloed operations lead to duplication and inefficiencies. Streamlined workflows that leverage shared data are required to minimise manual interventions.

3.6. Unmapped Customer Journey Processes

Customer journey processes are not clearly defined across business units, and data is not integrated across systems such as Enterprise Resource Planning (ERP).

3.7. Absence of a Unified Auditor View

The organisation lacks a consolidated view of its data about auditors across all business units, which limits the sharing of common information.

4. BUSINESS REQUIREMENTS

The Digital Transformation Strategy has identified specific business requirements for each department. A summary of these requirements is outlined below.

4.1. Executive Department

It is responsible for the overall direction of the IRBA operations, governance, stakeholder relationship management, strategic communication, as well as research and data analysis within the profession.

Business Requirements

- Integrated document/content management system.
- Business intelligence system with automated dashboards and management reporting.
- Corporate ERP/financial management system.
- Website as a business platform for external stakeholder interactions.

4.2. Standards Department

It is responsible for the development and maintenance of internationally comparable ethics and auditing standards for auditors.

Business Requirements

- Integrated document/content management system.
- Content development tools for rich media.
- Process workflow tools integrated across the organisation.
- Service Request Management System.
- Corporate ERP/financial management system for administration and billing queries.
- Business intelligence tools.
- Website for the publication of standards.

4.3. Investigations Department

It is responsible for investigating allegations of improper conduct against registered auditors (RAs).

Business Requirements

- Integrated document management system with strict access control.
- Document management system with version control.
- Document scanning using Optical Character Recognition.
- Case management system with workflow.
- Service Request Management System.
- Corporate ERP/financial management system.
- Analytics and reporting tools.
- Website capability for lodging of complaints.

4.4. Inspections Department

The Inspections Department is responsible for monitoring and promoting audit quality, which is achieved primarily through performing risk-based inspections of registered auditors (audit firms' quality management systems and individual audit engagement files) to ensure compliance with professional standards and relevant regulatory requirements, and through various other supplementary initiatives such as enhanced stakeholder outreach programs.

Business Requirements

- Integrated document management system with strict access control.
- Document management system with version control.
- Document scanning using Optical Character Recognition.
- Case management system with workflow.
- Service Request Management System.
- Corporate ERP/financial management system.
- Analytics and reporting tools.
- Website capability for whistleblowers.

4.5. Education and Transformation Department

It is responsible for functions relating to the development and maintenance of the competence required to become an RA, as well as those linked to raising awareness and transforming the auditing profession. This includes the accreditation and monitoring of professional bodies, the Audit Development Programme and Continuing Professional Development monitoring.

Business Requirements

- Learning Management System.
- Integrated document/content management system.
- Document scanning using Optical Character Recognition.
- Process workflow tools integrated across the organisation.
- Service Request Management System.
- Corporate ERP/financial management system.
- Analytics and reporting tools.
- Website access to learning and training material.

4.6. Legal Department

It is responsible for the registration of auditors, pursuing disciplinary action against RAs suspected of improper conduct, the administration of reportable irregularities, litigation, general legal support and compliance.

Business Requirements

- Integrated document management system with strict access control.
- Document management system with version control.
- Document scanning using Optical Character Recognition.
- Case management system with workflow.
- Integration with external datasets and information providers.
- Corporate ERP/financial management system.
- Analytics and reporting tools.

4.7. Operations Department

It provides support to the organisation in terms of financial management; risk management; supply chain management; facilities; information and communication technology; knowledge management; human resources management; as well as language and communications. There are shared elements across these requirements that are incorporated into the strategy's information architecture and should be reflected in the solution design provided by the bidder.

Business Requirements

- Integrated document/content management system.
- Process workflow tools integrated across the organisation.
- Business intelligence system with automated dashboards and management reporting.
- Corporate ERP/financial management system.
- Website as a business platform supporting both computer and smartphone use.

4.8. Key Features of the Future-State Information Architecture

The envisioned information architecture will enable a fully integrated, digital-first ecosystem that promotes seamless data flow across all business functions. This future-state information architecture will deliver tangible outputs that support the IRBA's digital transformation objectives. Its core features must include the outputs highlighted below.

- ***Fully Digitised Products and Services:*** All IRBA offerings will be delivered through secure

digital channels, ensuring accessibility, convenience and streamlined interactions for stakeholders.

- **Information Management System:** The architecture will feature a centralised auditor information repository as the authoritative source for all auditor-related data. This will be complemented by an integrated content, document and records management framework, ensuring consistency and accessibility. Furthermore, seamless integration with financial systems will enable accurate, efficient and transparent financial operations across the organisation.
- **Website as the Primary Stakeholder Platform:** The IRBA website will function as the main business interface for stakeholders, incorporating a service-request management system and self-service tools to enable faster, more efficient engagement.
- **Digitally-delivered Training and Learning:** All training and learning materials will be accessible online, with Continuing Professional Development activities directly linked to individual auditor records for compliance tracking and reporting.
- **Advanced Case Management Tools:** Purpose-built tools will support inspections and investigations, enabling structured workflows, improved tracking and an enhanced oversight of regulatory processes.
- **Common Workflow and Automation Tools:** Enterprise-wide workflow automation will reduce manual interventions, improve process consistency and enhance operational efficiency across all business units.
- **Integrated Business Intelligence and Reporting:** A robust, organisation-wide business intelligence framework will provide real-time insights and advanced reporting capabilities, supporting data-driven decision-making and strategic planning.
- **Scalable, Agile and Future-proof Design Solution:** The proposed integrations and solutions must be scalable, agile and future-proof, designed to support long-term growth, adaptability and future requirements, while avoiding architectural constraints that could hinder expansion. The data architecture should accommodate evolving analytical needs, regulatory reporting demands and increasing data volumes. The future-state solution must proactively anticipate and mitigate these challenges.

High-level information architecture and technology architecture have been developed and adopted as part of the Digital Transformation Strategy. These will be made available to the Solution Architect, together with all supporting documentation and also including high-level process identification and details of current state systems.

5. SCOPE OF WORK

As part of implementing the Digital Transformation Strategy, the IRBA requires the Solution Architect to identify and specify digital systems, tools and applications that will be scalable, agile and future-proof. Also, these have to complement other elements of the strategy, including improved stakeholder interaction, business process automation, enhanced information management, as well as staff training and development.

The project will be delivered through five structured phases, with key transversal activities such as stakeholder engagement, change management and project management embedded throughout the process. In line with this phased approach (See 5.3 – 5.7), the Solution Architect will:

- Review the IRBA Digital Transformation strategy to assess and confirm the business requirements, applications, systems, data, and information & technology architecture of the IRBA.
- Develop and maintain a project work plan for the development of the Solution Design.
- Develop a Solution Design by compiling business process and customer journey maps, compiling the solution requirements, developing the target data and information architecture, specifying the systems, components, and business intelligence for integration, and specifying the technology, networks and security infrastructure required.
- Present and evaluate the solution options available to IRBA and deciding on the optimal solution and a roadmap for implementation of the optimal solution.
- Compile the terms of reference for the implementation of the solution design by a Systems Integrator.
- Provide oversight during the installation, configuration and integration of the solution elements by the System Integrator to ensure that the system is implemented in accordance with the approved architecture and specifications, which may include performance testing, security assessments and user acceptance testing.

This approach necessitates that the Solution Architect be independent of the System Integrator and application vendors. Therefore, the solution must be designed by a neutral party (either an individual or company) that will then provide oversight of the implementation of the solution design by a Systems Integrator. The System Integrator, though, may be the vendor for the chosen applications and own the relationship with the original equipment manufacturer. However, the Solution Architect should be aware that the IRBA already has some systems in place (e.g. Microsoft suite, Sage 300 Cloud (AccPac), Sage 300 People and FlowCentric ProcessWare) and hardware.

5.1. Framework for the Scope of Work

Table 1 below presents the framework for the scope of work to be undertaken by the Solution Architect. This logical framework breaks the work into five phases that each have specific tasks, activities and deliverables.

The transversal activities for stakeholder engagement (interaction and collaboration) are listed separately, beneath the table. The framework defines the Solution Architect’s responsibilities for the key outputs and deliverables.

Table 1: Solution Design Scope of Work

Phase	Task	Activities	Deliverables
Analysis and Planning	Review the IRBA Digital Transformation Strategy	<ul style="list-style-type: none"> • Read the Digital Transformation Strategy. • Confirm the current application and systems inventory and versions. • Confirm the current data sources. • Confirm the high-level business requirements. • Review the future state envisioned by the business units. • Review the high-level information architecture. • Review the high-level technology architecture. • Review the business requirements. 	<ul style="list-style-type: none"> • Updated inventory of the current application and systems (including versions). • Updated current data sources. • Updated information architecture (if necessary). • Updated technology architecture (if necessary). • Validated business requirements.
	Develop and Maintain a Project Work Plan for Solution Design	<ul style="list-style-type: none"> • Identify all solution design tasks and dependencies. • Confirm alignment with the IRBA's strategic goals and digital transformation roadmap. • Establish key phases and assign clear deliverables for each milestone. • Create a Gantt chart or similar schedule tool and allocate 	<p>A dynamic project work plan document (or dashboard) that includes:</p> <ul style="list-style-type: none"> • Milestones and timelines. • List of deliverables. • Risk register with mitigation strategies. • Progress tracking framework.

Phase	Task	Activities	Deliverables
		<p>resources and responsibilities for each activity.</p> <ul style="list-style-type: none"> • Integrate risk mitigation strategies. • Set monitoring and reporting mechanisms. 	
	IRBA Validation	<p>The IRBA will:</p> <ul style="list-style-type: none"> • Confirm the business requirements, constraints and budget for the solution. • Send updates on the validated business requirements to the Solution Architect. • Sign off an updated information and technology architectures. 	IRBA sign-off.
Design	Business Process Re-engineering	<ul style="list-style-type: none"> • Compile the process maps for each business unit, including the vertical and transversal processes with workflows, inputs, outputs and reports. • Compile the customer journey maps. 	<ul style="list-style-type: none"> • Business process maps. • Customer journey maps.
	Detailed Solution Requirements	<ul style="list-style-type: none"> • Compile the business solution requirements. • Develop the target architecture. • Detail the data and information architecture. • Specify the systems and components for integration. • Specify the business intelligence integration. • Specify the technology, networks and security infrastructure. 	<p>Detailed solution requirements for the information management system, as well as the associated applications and systems that include:</p> <ul style="list-style-type: none"> • Business process maps. • Customer journeys. • Functional business requirements. • Integration requirements. • Non-functional business requirements. • Targeted architectures.
	Design Review and Feasibility	Design review by the IRBA for suitability, technical feasibility and affordability.	Solution design approval.
	Option Analysis	<ul style="list-style-type: none"> • Evaluate the solution options. 	<ul style="list-style-type: none"> • Optimal solution option selected.

Phase	Task	Activities	Deliverables
Solution Options and Roadmap		<ul style="list-style-type: none"> • Costs analysis and prioritisation. • Risk management. 	• Risk Management Matrix.
	Roadmap Development	Creation of the roadmap for the chosen solution option.	Solution roadmap.
	Review and Approval of the Chosen Solution and Associated Roadmap	The IRBA to review the chosen option, roadmap and costs.	Approved solution option, roadmap and costs.
Tender Development	Compile Tender Specifications	<ul style="list-style-type: none"> • Compile the Terms of Reference. • Support the development of the tender documentation. 	Terms of Reference for the System Integrator.
	Procurement	<ul style="list-style-type: none"> • Issue the tender. • Evaluate the responses. • Select and appoint the System Integrator. 	System Integrator appointed.
Implementation Support	Post-procurement Support	<ul style="list-style-type: none"> • Oversight of implementation. • Quality assurance. • Sign-off acceptance of deliverables. • Financial sign-off on all supplier invoices. 	<ul style="list-style-type: none"> • Record of architectural, technical and configuration decisions made. • Approved invoices. • Matrix mapping for as-built technical implementation to business requirements.

5.2. Transversal Interaction and Collaboration

Effective transversal interaction and collaboration are essential to the success of the IRBA's Digital Transformation Project. This approach ensures that all stakeholders work cohesively across organisational boundaries, fostering alignment, transparency and shared accountability. Furthermore, by breaking down silos and promoting integrated workflows, transversal collaboration enables the organisation to leverage collective expertise and deliver solutions that meet strategic objectives.

The Solution Architect will play a pivotal role in driving this collaborative model across internal and external stakeholders. Key responsibilities include those listed below.

5.2.1. Stakeholder Management

Throughout the course of the project, the Solution Architect will be required to collaborate with the IRBA's Project Sponsor, Digital Steering Committee and Project

Team. This will include developing a stakeholder management plan; designing user-centric interfaces; enabling training and communication features; and ensuring that the system is conducive to adoption and ongoing user engagement. The Solution Architect will work iteratively and consultatively with all relevant stakeholders to validate requirements, prototypes and design decisions throughout the implementation phase.

5.2.2. Change Management

The Solution Architect will be required to collaborate with the IRBA Change Management Team to ensure that the system design and implementation support the staff development-related elements of the Digital Transformation Project. This will include participation in joint workshops, providing technical input for training materials and ensuring that the System Integrator supports the Change Management Plan. However, the Solution Architect will not be responsible for the implementation of change management.

5.2.3. Project Management

The Solution Architect will be required to provide formal project management services for the solution design and solution implementation by the System Integrator.

It is imperative that the digital transformation implementation project be underpinned by efficient and effective project management. To this end, the Solution Architect shall adhere to the following responsibilities throughout all project phases:

- Act as a bridge between business objectives and technical execution, ensuring that all technology decisions support the IRBA's strategic goals.
- Communicate progress and technical details in clear, non-technical language for executive stakeholders.
- Maintain the documentation of all architectural decisions and project management activities for audit and compliance purposes.

5.3. Phase 1 – Analysis and Planning

The first step in the scope of work is to understand the existing information and technology landscape, as well as to gather and analyse the organisation's business requirements. This includes understanding the business needs, identifying stakeholders and determining both the functional and non-functional requirements for the solution. Although much of this work was covered at a high-level during the development of the Digital Transformation Strategy, it is the Solution Architect's responsibility to review the current state, the envisioned business requirements, as well as the proposed information and technology architectures before updating them, if necessary.

5.3.1. Review of the Digital Transformation Strategy

a) Confirm the Current Application and Systems Inventory and Versions

- Conduct a comprehensive review of the current information technology (IT) landscape by verifying the status of all existing systems, including the underlying technology stack, software licensing lifecycles, as well as support and maintenance contracts. Assess and map out all relevant data sources, analyse data flows and identify any points where data fragmentation or inefficiencies occur within current business processes.
- Validate and update the application and systems inventory to ensure completeness and accuracy, thereby establishing a reliable baseline for IT solution planning and decision-making. This should consider any changes that may have happened after the approval of the Digital Transformation Strategy.

b) Confirm the Current Data Sources

- Review the current-state documentation of the Digital Transformation Strategy. Identify, document and verify the sources of information and data underpinning the IRBA's business processes and activities.
- Confirm all existing data sources, integrations and workflows, while highlighting any associated challenges or pain points encountered in these processes.

c) Confirm the High-level Business Requirements

- Collaborate closely with the business units and technology team to verify and align business needs. Ensure a comprehensive confirmation of the baseline requirements necessary for the successful execution of the transformation initiative.
- Conduct a review of the requirements for real-time dashboards, operational data and reports, as well as analytics solutions. These should effectively support enhanced decision-making processes and ensure adherence to the relevant regulatory compliance standards.

d) Review the Future State Envisioned by the Business Units

- Assess the results of stakeholder workshops and interviews to validate the collated requirements, identify key pain points, uncover potential improvement opportunities and determine integration needs. A large part of this activity is covered in the Digital Transformation Strategy.

- Examine the desired end-state requirements and translate them into detailed and actionable project specifications, ensuring alignment with regulatory requirements, stakeholder priorities and business objectives.

e) Review the High-level Information Architecture

- Examine, validate and refine the high-level information architecture, as outlined in the Digital Transformation Strategy that covers a large part of this activity.
- Assess the existing information architecture for completeness and coherence, identifying potential gaps or areas requiring improvement.
- Develop recommendations for necessary enhancements to ensure the architecture aligns with organisational objectives and supports future digital initiatives.

f) Review High-level Technology Architecture

- Review, validate and iteratively refine the high-level technology architecture outlined in the Digital Transformation Strategy, ensuring it aligns with organisational goals and the best industry practices. A large part of this activity is covered in the strategy.
- Identify existing technology gaps and recommend enhancements or new capabilities required to fully support the desired digital transformation outcomes.

5.3.2. IRBA Validation

Based on the analysis phase, the Solution Architect will produce a Requirements Document that will, at a minimum, provide a record of the:

- Revised business requirements;
- Updated information and technology architectures;
- Business, timeline and budget constraints; and
- Project workplan for solution design activities, including milestones, deliverables and risk mitigation strategies, which it has developed and will maintain.

The IRBA will sign off on the updated information and technology architectures.

5.3.3. Development and Maintenance of the Project Workplan for a Solution Design

The Solution Architect will be responsible for developing and maintaining a detailed project workplan for the solution design, ensuring it remains aligned with the overall

project scope, established timelines and risk management protocols. This plan should comprehensively outline all activities related to a solution design, facilitate a proactive identification of dependencies and support the effective coordination of resources to achieve the project objectives, as detailed below.

a) Define the Scope and Objectives

- Identify all solution design tasks and dependencies.
- Confirm alignment with the IRBA's strategic goals and digital transformation roadmap.

b) Break Down the Work into Milestones and Deliverables

- Establish key phases (e.g. requirements gathering, architecture design, validation, etc.).
- Assign clear deliverables for each milestone.

c) Develop a Timeline and Resource Allocation

- Create a Gantt chart or a similar scheduling tool.
- Allocate resources and responsibilities for each activity.

d) Integrate the Risk Mitigation Strategies

- Identify potential risks (technical, operational and compliance).
- Document the mitigation actions and contingency plans.

e) Set Monitoring and Reporting Mechanisms

- Define the progress tracking metrics.
- Schedule regular status updates and stakeholder reviews.

f) Maintain and Update the Plan

- Review and adjust the plan, based on project changes or risk triggers.
- Ensure version control and audit-ready documentation.

5.3.4. Key Deliverables for the Analysis and Planning Phase

The following deliverables are essential for the success of the Digital Transformation Project, and their completion is necessary to maintaining the project momentum. Bidders are accordingly required to achieve the outcomes indicated below.

- a) Updated Inventory of the Applications and Systems:** Provide a comprehensive, up-to-date list of all applications and systems currently in use, including version details.

This inventory is essential for understanding the existing technology landscape and planning for the integration.

- b) Updated Schedule of Current Data Sources:** Provide a detailed schedule outlining all data sources, their purpose, update frequency and ownership. This will form the backbone of the data governance and integration strategy.
- c) Updated Information and Technology Architectures (if required):** Submit revised architecture documentation and diagrams to reflect any necessary changes for the future state. This will ensure alignment with strategic objectives and readiness for implementation.
- d) Business Requirements Document:** Compile a formal document capturing all functional and non-functional requirements, constraints and assumptions. This will be the foundation for solution design and must be finalised promptly.
- e) Sign-off on the Business Requirements, Constraints and Budget:** Obtain formal approval from the Project Sponsor confirming agreement on the scope, constraints and financial allocation. This sign-off is a key milestone before moving forward.
- f) Sign-off on the Updated Information and Technology Architectures:** Endorsement by the Project Sponsor of the revised architecture documents, ensuring compliance and readiness for execution, needed.
- g) Approved Dynamic Project Workplan Document/Dashboard:** This should include:
 - Milestones and timelines;
 - List of deliverables;
 - Comprehensive risk register with mitigation strategies; and
 - Progress tracking framework.

5.4. Phase 2 – Design

Once the requirements have been reviewed and updated, and both the high-level information and technology architectures have been updated, the next step is to design the solution architecture. This phase entails specifying the system's overall structure, defining its various components, and detailing the relationships and interactions among these components. The solution architecture design will serve as a blueprint that should guide the implementation by ensuring all elements are integrated cohesively and align with business objectives.

5.4.1. Business Process Re-engineering

The Solution Architect will be responsible for compiling comprehensive process maps for all departments, covering both vertical (department-specific) and transversal (cross-

departmental) processes. Each process map should detail the workflow, key inputs and outputs, related reports and the associated approval matrix. This initiative will require mapping the IRBA's business processes – both automated and manual – across every department to the extent needed for design specification and to guide the solution configuration.

Additionally, the Solution Architect must develop suitably detailed customer journey maps to visualise each stakeholder's experience across these processes from onboarding to project retirement.

5.4.2. Detailed Solution Requirements

- **Compile the Business Requirements:** The Solution Architect must compile the business solution requirements for the IMS and all associated applications and systems in line with the work packages included in the Digital Transformation **Strategy**. The defined business requirements must be translated – covering, but not limited to, case management, service request management, consolidated database and content repositories – into actionable specifications for the IMS.
- **Develop the Target Architecture:** It is incumbent upon the Solution Architect to:
 - Develop a comprehensive target architecture for the IMS and all related applications and systems, ensuring alignment with the defined business requirements and strategic objectives.
 - Balance business needs with both functional and non-functional requirements to facilitate informed decision-making regarding development, configuration, integration, infrastructure, security, availability, storage and change management.
 - Document and proactively address technical risks and issues, implementing effective mitigation strategies throughout the design phase.
 - Create detailed contextual, conceptual, logical and physical models for the solution architecture, clearly mapping key components and their interactions.
 - Ensure a cohesive integration of the solution across all enterprise architecture domains, including business, information/data, application, technology and security architectures.
 - Identify IMS components that can leverage on existing systems (such as the Microsoft suite), as well as those requiring new commercial off-the-shelf solutions or bespoke applications.

- Define and uphold quality attributes for solution components, including availability, recoverability, performance, scalability, sustainability and manageability, to support future growth in the user base, data volume and transaction demands.
- **Detail the Data and Information Architecture:** A robust data and information architecture is fundamental to achieving the IRBA's digital transformation objectives. This architecture will define how data is structured, integrated, secured and managed across the organisation to ensure accuracy, consistency and accessibility. It will serve as the backbone for all critical processes, enabling a unified view of auditor information, seamless system integration and enhanced reporting capabilities. The following components outline the key elements required to establish a future-ready architecture that supports operational efficiency, compliance and informed decision-making – and the Solution Architect is accountable for carrying out these responsibilities:
 - Consolidated database: Design the structure for a single database that supports a unified view of auditor records, serving as the “single point of truth” for all relevant information needs and processes related to RAs and firms.
 - Data flow and data security: Define the architecture for data migration, security modelling and data retention policies, ensuring the protection and privacy of sensitive information.
 - Metadata management: Ensure mandatory capture of metadata about documents and data that will be used for enhanced reporting and analytics.
 - Data integration: Define the data integration layer (Enterprise Service Bus or Microservices) and a System Integration Plan. In the process, identify the integration points between the IMS and other internal systems (e.g. ERP/Corporate Systems and the Learning Management System (LMS)), including external information providers (e.g. LexisNexis).
- **Specify the Systems and Components for Integration:** The Solution Architect will lead the design of the integration of the following core systems identified as being critical components of the IMS ecosystem:
 - Unified Auditor Database: One source of truth for master data records for auditors, which is shared across various processes and systems.
 - Process Workflow and Collaboration: Design integration into the workflow system to automate processes, significantly reducing the need for manual intervention.

- Case Management System: Specify a solution application (shared by the Inspections and Investigations departments) for case management, supporting the full history, tracking, tracing, evidence capture and analytics of cases from inception to closure.
- Content and Document Management: Specify a robust repository that supports various document formats, enables automatic version control, incorporates automated scanning via Optical Character Recognition and allows information searching within documents under strict access control.
- Service Request Management (SRM): Specify a system to manage stakeholder interactions, allowing stakeholders to initiate, track and trace their requests with the IRBA via digital channels.
- Integration Requirements: Specify these for seamless interoperability with the existing systems (e.g. ERP, LMS, ECM, Business Intelligence (BI), website, SRM/Customer Relationship Management) and other systems identified in the analysis phase.
- Consolidation of Systems: Specify the integration of identified external systems and public/stakeholder-facing systems.
- **Detail the Business Intelligence Integration:** To enable data-driven decision-making and real-time insights, the solution must incorporate a robust architecture that supports advanced analytics and reporting. This includes designing the necessary data infrastructure – such as a Data Warehouse or Data Lakehouse – for the IMS to seamlessly feed into a BI platform. The architecture should ensure that data is transformed, standardised and readily available for dynamic dashboards, operational reports and comprehensive analytics. Additionally, integration with BI tools and the establishment of a unified data model will be critical to support cross-functional reporting and deliver a single source of truth across the organisation.

Therefore, the Solution Architect must:

- Design the necessary architecture (Data Warehouse, Data Lakehouse, etc.) for the IMS to feed into a BI platform, ensuring that data is transformed and readily available for dynamic, real-time dashboards, operational reports and analytics.
- Specify integration with BI tools (e.g. Power BI, QlikView) and requirements for a unified data model to support cross-functional reporting and analytics.
- **Specify the Technology, Networks and Security Infrastructure:** To ensure the solution is robust, secure and scalable, it is essential to define non-functional requirements and

supporting infrastructure. This includes establishing technical standards, quality attributes and security measures, as well as designing the underlying technology and network architecture. These elements will guarantee system performance, reliability, compliance and future growth capability.

The Solution Architect, therefore, will be responsible for the following service requirements:

- Non-functional Requirements: Define and document the technical standards and quality attributes, including system security (e.g. encryption, access controls), availability, performance and scalability, ensuring the system can accommodate future growth.
- Infrastructure Design: Specify the technology infrastructure required to support the solution requirements effectively, such as the cloud, on-premise and storage.
- Define the requirements for network infrastructure, capacity, reliability and security.
- Specify the infrastructure for backup/disaster recovery.
- Design a secure-by-design architecture, including identity and access management, encryption, logging/monitoring and vulnerability management. Ensure compliance with the POPIA and other relevant regulations, including privacy impact assessments and breach response protocols.

5.4.3. Design Review and Technical Feasibility

Once the initial design has been developed, it will be essential to validate and refine it to ensure alignment with the requirements, usability standards and organisational objectives. This process will involve reviewing the design with the stakeholders; incorporating feedback and making the necessary adjustments to optimise functionality and performance; and considering factors such as suitability (fit for purpose), scalability, agility, future-proofing, performance, security and maintainability. Feasibility may also have to be considered in conjunction with affordability. Feedback from the stakeholders and subject matter experts must be incorporated into the final solution design, to ensure that it is complete and appropriate.

Design review can be done against functional suitability, performance efficiency, compatibility, usability, reliability, security, maintainability and portability (International Organisation for Standardisation (ISO)/International Electrotechnical Commission (IEC) 25010 Quality Model). Validation and approval have to be confirmed by the IRBA.

5.4.4. Deliverables Linked to the Design Phase

To ensure the successful design and implementation of the IMS and its associated applications, the following deliverables – which provide a comprehensive blueprint for functionality, integration and compliance, forming the foundation for solution development and approval – must be produced:

- a) **Business Process Maps:** Visual representations of end-to-end processes, highlighting workflows, dependencies and optimisation opportunities.
- b) **Customer Journey Maps:** Detailed mapping of stakeholder interactions across touchpoints to ensure a user-centric design and seamless experience.
- c) **Functional Business Requirements:** Documentation of all functional capabilities required to meet the business objectives and support operational needs.
- d) **Integration Requirements:** Specifications for system interoperability, including data exchange protocols and integration points with internal and external systems.
- e) **Non-functional Business Requirements:** A definition of technical standards and quality attributes such as performance, security, scalability and compliance.
- f) **Target Architectures:** Comprehensive architecture diagrams and documentation outlining the future-state design for data, applications and technology layers.
- g) **Solution Approval:** Formal sign-off by the Project Sponsor confirming alignment with the requirements, constraints and strategic objectives.

5.5. Phase 3 – Solution Options and Roadmap

5.5.1. Option Analysis

The Solution Architect must present various high-level industry alternatives to the IRBA and conduct a detailed analysis of at least two different implementation options for the solution. This analysis should include a detailed cost assessment for each option, as well as consideration of the prioritisation of the solution's key components. When evaluating these options, the Solution Architect must apply criteria that adhere to the ISO and IEC quality standards. These essential criteria should include functional suitability, performance efficiency, compatibility, usability, reliability, security, maintainability and portability.

The evaluation must, at a minimum, address the following areas to ensure a comprehensive assessment and sound decision-making process:

- Feasibility;
- Cost;

- Benefits; and
- Ease of implementation.

The Solution Architect is required to create a Risk Management Matrix identifying the risks for the solutions and that may include – but not be limited to – the following:

- Risk Item.
- Risk Probability/Likelihood (Scale 1-5).
- Risk Impact (Scale 1-5).
- Risk Rating (Probability x Impact).

5.5.2. Roadmap Development

The development and submission of a comprehensive solution roadmap are mandatory requirements for this phase. The roadmap must provide a clear, structured and phased approach for implementing the selected solution option, ensuring alignment with the IRBA's Digital Transformation Strategy and Implementation Plan. It should outline the concrete actions, measurable outcomes and dependencies, enabling effective coordination and guiding stakeholders through the organisational changes necessary for successful delivery.

The roadmap should contain the following elements:

- Detailed activities and associated timelines for each implementation phase.
- Defined milestones, acceptance criteria and sign-off points for all deliverables.
- Roles and responsibilities, specifying the individuals or teams accountable for each step.
- A prioritisation framework for system implementation that reflects the IRBA's strategic objectives and business value.

5.5.3. Review and Approval

The IRBA will review and formally approve the selected solution option, along with the implementation roadmap and associated cost estimates.

5.5.4. Deliverables for the Solution Options and Roadmap Phase

The following deliverables represent the key outputs required to finalise the solution design and planning phase, and should provide clarity on the selected approach, outline the implementation roadmap and establish cost estimates to support informed decision-making and governance:

- Preferred solution option.
- Solution roadmap.
- Estimated costs for the chosen option and roadmap.

5.6. Phase 4 – Tender Development

Once the design has been validated, the next step is to move forward with implementation through a procurement process. This process entails translating the approved design into comprehensive tender specifications intended for a System Integrator/Solution Provider. This provider will be responsible for implementing the required software components, configuring all hardware and supporting infrastructure, and integrating the necessary systems and technologies.

5.6.1. Tender Specifications Compilation

This activity is focused on utilising the blueprint for the IMS to prepare the technical documentation required for the competitive procurement process for a System Integrator. The Solution Architect will be accountable for developing comprehensive Terms of Reference to facilitate the appointment of a Systems Integrator, as follows:

- Procurement: Assist with the bid specification, tender briefing and evaluation committees.
 - Provide inputs on service-level expectations and performance benchmarks, as required.
 - Ensure alignment with the overall project roadmap, to ensure a timely procurement and onboarding of the Systems Integrator.
- Deliverables relating to the Tender Development Phase: Support the IRBA by developing a comprehensive scope of work and bid specifications for the appointment of a Systems Integrator to deliver and integrate the future-state information architecture. The scope of work must explicitly align with the approved Digital Transformation Strategy and Implementation Plan and the governance structures of the organisation.

5.7. Phase 5 – Implementation Support

5.7.1. Post-procurement Support

Post-procurement implementation support is a demand-driven, part-time service required to be provided by the Solution Architect to the IRBA, and the primary responsibilities are as listed below.

- **Interaction and Collaboration with the Systems Integrator:** Collaborate with the appointed Systems Integrator to ensure that the system is implemented in accordance with the approved architecture and specifications. This includes participating in the handover process; providing ongoing technical guidance; reviewing and approving design changes; supporting integration and testing activities; and ensuring comprehensive documentation and knowledge transfer throughout the project lifecycle.
- **Design Oversight and Delivery Facilitation:** Oversee the solution delivery, ensuring strict adherence to the approved design and swiftly addressing any deviations from the established architecture.
- **Quality Assurance:** Assess the quality of the solution implementation, which may include performance testing, security assessments and user acceptance testing, to confirm that the solution meets the agreed standards and requirements.
- **Deliverable Review and Sign Off:** Review and formally approve all deliverables produced by the Systems Integrator, ensuring that these outputs align with the approved architecture and detailed specifications.
- **Financial Control:** Assess and formally approve all invoices produced by the Systems Integrator, ensuring that these claims for payment align with the approved milestone deliverables in the contract.
- **Change Management Collaboration:** Work closely with the Change Management Team, to ensure that the system design and implementation support the change initiatives and ensure the solution aligns with the organisational goals and the “people side” of change.
- **Workshop Participation and Training Support:** Take part in joint workshops, offer technical input for training materials and verify that the system architecture underpins the objectives of the Change Management Plan.
- **Project Management:** Provide professional project management services to the IRBA Project Team throughout the solution design and implementation process.
- **Documentation Management:** Ensure that all decision records and system documentation are accurately maintained and handed over to the IRBA upon project completion.
- **Sustainability and Futureproofing:** Verify that the implementation considers sustainability, maintainability and adaptability to future technologies and regulatory changes.

5.7.2. Deliverables

The Solution Architect must ensure the outcomes noted below as deliverables for the post-procurement support requirement.

- **Decision Records and Change Logs:** Comprehensive documentation of all key decisions made during the project lifecycle, along with change logs detailing any modifications to the scope, requirements or design. These records will ensure transparency, traceability and accountability.
- **Signed-off Invoices:** Formal approval of all invoices related to the project, confirming the accuracy of the charges and compliance with the agreed contractual terms. This will provide financial control and audit readiness.
- **System Documentation:** Detailed technical and functional documentation of the implemented system, including architecture diagrams, configuration details and user guides. These will serve as a reference for maintenance, support and future enhancements.
- **Matrix Mapping for As-Built Technical Implementation to Business Requirements:** A structured matrix that links the final technical implementation to the original business requirements. This will ensure alignment between the delivered solutions and the agreed objectives, supporting validation and compliance.

6. PERSONNEL SKILLSET AND EXPERIENCE

6.1. Required Skills and Experience

The Solution Architect engaged by the IRBA should meet stringent professional requirements, given the complexity of the enterprise solution.

- **Experience:** The Lead Architect must possess a minimum of seven years of experience in solution architect roles, with engagement in digital transformation projects and enterprise-level solutions, including a relevant IT-related National Qualifications Framework (NQF) Level 7 qualification (preferably Microsoft solutions or similar integrated systems, given the IRBA's Microsoft footprint). They must possess strong knowledge of application, data, technology and security architecture. The required technical skills must include:
 - Enterprise Architecture Knowledge – familiarity with enterprise architecture principles and frameworks (e.g. TOGAF, Zachman or FEAF).
 - Regulatory Context – demonstrated experience in translating regulatory/compliance functional requirements into scalable, secure systems.

- Technical Proficiency – proven expertise in the application of integration technologies such as Application Programming Interface (APIs) and middleware/Enterprise Service Bus, cloud platforms and modern data management practices.
- Business Analysis – experience in translating complex technical information into understandable business concepts, good analytical and problem-solving skills, as well as the ability to manage cross-functional business units.
- Business Process Re-engineering – experience in mapping business processes and customer journeys.
- Project Management – experience in project managing solution design and solution implementation projects.
- Comprehensive Awareness – an understanding of the public sector or regulated environment, including procurement and vendor evaluation experience.

7. TIMELINE

The Digital Transformation Strategy and Implementation Plan is fully aligned with the IRBA’s five-year Strategic Plan, ensuring strategic coherence and long-term impact. The target duration for key implementation milestones is outlined below. Overall, it will take about 18 months from the appointment of the Solution Architect to that of the System Integrator, and this period will encompass the following phases and tasks:

- Analysis and Planning: A comprehensive assessment of the current systems, processes and requirements.
- Solution Design: The development of the future-state architecture and specifications.
- Solution Options and Roadmap: The evaluation of the alternatives and the creation of a detailed implementation roadmap.
- Tender Development and Procurement: The preparation of the tender documentation, execution of the procurement processes and the appointment of the System Integrator.

The implementation support phase of the project will be conducted over a period of 36 months on a part-time basis, from the date on which the Solution Integrator signs the contract. Upon the completion of this initial period of 36 months, the implementation timeline may be extended on a month-to-month basis until full implementation has been achieved and all deliverables have been finalised.

Ongoing support from the Solution Architect will be required from the initial appointment of the System Integrator to the solution implementation and project closure, to ensure continuity, quality assurance and alignment with the strategic objectives. Thus, the Solution Architect’s contract period will include the 36-month implementation period.

8. EVALUATION CRITERIA

8.1. Eligibility Criteria/Mandatory Requirements

A proposal that fails to meet the eligibility criteria/mandatory requirements, as set out in paragraph 18.1 under section A, will be deemed unacceptable and not be further evaluated in terms of functionality.

8.2. Functionality Evaluation Requirements

Proposals will be evaluated against the indicated criteria and points for functionality, as depicted in the tables below. The maximum possible score is 100 points.

The functionality evaluation will be based on a threshold, where bids that fail to achieve an overall minimum of 70 points on the functionality stage will not be considered further. Also, it should be noted that a minimum qualifying score per criteria must be met, as set out in the evaluation criteria. Failure to achieve any of the minimum scores for each element will result in a disqualification for further consideration, even if the overall minimum total score has been achieved.

No.	Element	Minimum Points	Maximum Points
1.	1.1 Relevant Experience in Enterprise Solution Architecture and Digital Transformation (three or more projects in the past seven years; reference letters on client letterhead with contact details; public sector/regulatory experience advantageous).	16	20
	1.2 Comparable Project References (design + implementation oversight; IMS-like integrated systems; BI and security). A summary of the projects, in line with the submitted reference letters.	7	10
2.	Methodology (approach, tasks, timelines, resourcing, controls, etc.).	7	10
3.	Project Plan (a detailed plan that includes a work breakdown structure, timeline, resources, governance, etc.).	7	10
4.	Expertise: Team Capacity and Roles (Lead Architect + integration/data/security specialists, CVs, organisational structure, current commitments, etc.). Qualifications and Certifications (e.g. TOGAF/Zachman, cloud certs, security certs, more than five years in systems engineering/infrastructure and architecture design).	28	40
5.	Business Locality (in terms of presence and immediate capacity).	5	10
	Total Points	70	100

The evaluation criteria will be assessed in accordance with the elements outlined above, following the scoring structure detailed below.

No.	Category	Element	Minimum Points	Maximum Points
		Reference letters for previous similar work/projects performed are required and these must have been completed in the past seven years.	16	20
1.	<p>1.1 Experience: Bidders are required to demonstrate their experience in rendering similar projects by means of reference letters.</p> <p><i>Note: The IRBA reserves the right to verify the information provided.</i></p>	<p>Extensive experience relevant to the project scope: Bidders are required to submit a minimum of three and a maximum of five reference letters from clients to confirm relevant experience for projects completed in the past seven years. The dated reference letters must be submitted on the clients' letterheads and must contain the contact information as per the below requirements.</p> <p>To be valid, each client reference letter must be signed and:</p> <ol style="list-style-type: none"> i. Clearly indicate the name of the bidder; ii. Specify the service rendered; iii. Indicate when the service was rendered, which must be within seven years of the closing date of the bid; and iv. Contain the name(s) of the contact person(s) and their details (phone numbers/email addresses). 	<ul style="list-style-type: none"> • 3 references meeting all criteria (i-iv) = 16 points • 4 references meeting all criteria (i-iv) = 18 points • 5 references meeting all criteria (i-iv) = 20 points 	

		Summary of the abovementioned projects detailing where the following was demonstrated:	7	10
		Proven experience navigating the legacy system modernisation = 1 point		
		Application of enterprise architecture principles and frameworks (e.g. TOGAF, Zachman or FEAF) = 1 point		

	<p>1.2 Summary of projects to evaluate the depth and specific bidder's expertise in critical areas.</p> <p><i>Note: Refer to Table 2.2 below.</i></p> <p><i>Note: The IRBA reserves the right to verify the information provided.</i></p>	<p>Application of integration technologies, including APIs, middleware/Enterprise Service Bus, etc. = 1 point</p> <p>Application of cloud platforms and technologies = 1 point</p> <p>Application of modern data management practices = 1 point</p> <p>Translating complex technical information into understandable business concepts = 1 point</p> <p>Mapping business processes and customer journeys = 1 point</p> <p>Evidence of successful architecture projects within a regulatory body or state-owned entity = 1 point</p> <p>Procurement and vendor evaluation support = 1 point</p> <p>Concrete examples of project management in solution designs and system integrations to ensure quality delivery = 1 point</p>	<ul style="list-style-type: none"> • 6 elements or less = 0-6 points • 7 elements covered = 7 points • 8 elements covered = 8 points • 9 elements covered = 9 points • 10 elements covered = 10 points 	
2.	<p>Methodology: The bidder's proposal must include a detailed methodology from the inception stage to project conclusion.</p> <p>Objective: To evaluate the bidder's proposed approach for its logic, integration with the IRBA's environment and focus on delivering tangible outcomes.</p>	<p>Excellent Approach: The methodology addresses every requirement, with a focus on results, integration and strategic alignment. Each phase is clearly connected. The bidder uses efficient and creative techniques to solve complex problems, including cross-functional workshops, repeated validation cycles and the aligning of teams for change readiness. Every critical activity is systematically tied to the IRBA's Digital Transformation Strategy and creates a single, reliable source of data – while also ensuring solid governance, effective risk management and high standards of execution = 8-10 points.</p> <p>Good Approach: The methodology is clearly developed for the IRBA and logically sequenced across all TOR phases. Proposed activities are mapped to specific deliverables</p>	7	10

		<p>and business requirements, demonstrating a sound understanding of the IRBA's regulatory environment and digital transformation goals. The approach includes structured methods for key tasks such as requirements validation, architecture review, stakeholder engagement and design sign-off, and shows practical planning for implementation = 5-7 points</p> <p>Average Approach: The methodology broadly outlines the TOR phases, such as analysis and design, but remains high-level. While there is some reference to business requirements, the alignment is vague and not well demonstrated. The approach is logical; however, it lacks sufficient detail on how key risks and challenges, including legacy data validation, stakeholder alignment and governance approvals, will be addressed. There is limited evidence of a contextual understanding of the IRBA's environment = 2-4 points</p> <p>Poor Approach: The methodology is generic, template-based or entirely missing, with no clear alignment to the TOR phases or the IRBA's specific context. Activities, outputs and outcomes are not clearly defined, and the submission fails to demonstrate an understanding of the IRBA's regulatory or operational environment = 0-1 points</p>		
3.	<p>Project Plan: Provide a detailed plan (work breakdown structure, timeline, resources, governance, etc.).</p> <p>To determine that the bidder has a clear understanding of the execution strategy in place.</p>	<p>Detailed Project Plan: Comprising a WBS/task list, realistic timeline with dependencies and a critical path. Clear resource roles/effort allocation. Robust governance and communication plan = 8-10 points</p> <p>Good Project Plan: With milestones, defined resources and oversight mechanisms. Some detail on tasks and governance. = 5-7 points</p>	7	10

		<p>High-level Project Plan Only. Minimal details on tasks, resources or controls = 2-4 points</p> <p>Non-compliant/Purely Conceptual/Non-submission = 0-1 point</p>		
4.	<p>Expertise: Required personnel for the solution design and implementation.</p> <p><i>Note: Failure to meet the minimum years of experience and relevant qualifications will lead to the bidder being scored 0 points.</i></p> <p>Only the shortlisted bidders will be required to submit copies of claimed qualifications in their initial submission.</p>	<p>Lead Solution Architect: Must possess a minimum of seven years of experience in lead solution architect roles, with engagement in digital transformation projects and enterprise-level solutions, including a relevant IT-related NQF Level 7 qualification. (Point allocation: 7 points)</p> <ul style="list-style-type: none"> • A relevant IT NQF Level 8 qualification = 1 point • Solution architect certification = 1 point • Cloud solution certification = 1 point 	7	10
		<p>Business Analyst: Must possess a minimum of five years of experience in a business analyst role, including a relevant IT-related NQF Level 7 qualification. (Point allocation: 7 points)</p> <ul style="list-style-type: none"> • A relevant NQF Level 8 qualification = 1 point • Business Analyst certification = 2 points 	7	10
		<p>Business Process Engineer: Must possess a minimum of five years of experience in business process re-engineering, mapping of business processes and customer journeys, including a relevant IT-related NQF Level 7 qualification. (Point allocation: 7 points)</p> <ul style="list-style-type: none"> • A relevant NQF Level 8 qualification = 1 point • Business process re-engineering certification = 2 points 	7	10
		<p>Project Manager: Must possess a minimum of five years of experience in a project manager role for solution design and solution implementation projects, including a</p>	7	10

		<p>relevant related NQF Level 7 qualification.</p> <p>(Point allocation: 7 points)</p> <ul style="list-style-type: none"> • A relevant NQF Level 8 qualification in Project Management = add 1 points • Project Management certification- PMBOK, PRINCE2 = add 2 points 		
	<p>Locality: The objective of this scoring is to mitigate service delivery risk and ensure operational resilience with a bidder that has demonstrable, immediate capacity within the geographic area (Gauteng) of the required service.</p>	<p>Proof Required: Copy of a lease agreement or municipal account, or business property rates statement.</p> <ul style="list-style-type: none"> • Registered and operational office in Gauteng, with a verifiable address = 10 points • Registered and operational office outside Gauteng, but within South Africa, with a verifiable address = 5 points • Registered and operational office outside of South Africa = 0 points 	5	10
Total Points			70	100

SUPPORTING INFORMATION

The information provided under this section must support the bidder’s bid. The forms provided herein below may be reproduced and the information may be inserted.

Table 1: Checklist for the Tender Submission

The completion of this checklist will assist the tenderer in ensuring that they have complied with all of the submission requirements for this tender.

RFT Section Reference	Submission Description	Complied	
		Yes <i>(Add the relevant page number per the bid document)</i>	No
Eligibility/ Mandatory Requirements	Provided an authority to sign the tender.		
	National Treasury – Central Supplier Database: Confirmation of the company or individual registration on the CSD (MAAA number); or provided a CSD registration summary report.		
	Tax Compliance Status: A valid tax clearance certificate or pin issued by SARS.		
	Completed and signed SBD 1: Invitation to Bid.		
	Completed and signed SBD 3.3: Pricing Form.		
	Completed and signed the Pricing Proposal (as per Annexure B).		
	Completed and signed SBD 4: Declaration of Interests Form.		
	Completed and signed SBD 6.1: Preference Points Claim Form in terms of the Preferential Procurement Policy Framework Act, 2022.		
	Completed and signed the Declaration of Independence (as per Annexure A), confirming independence from the auditing profession.		
	Completed and signed Conflict of Interest Declaration Form: Commercial Bias (as per Annexure D)		

	<p>Consortia and Joint Ventures: Completed and signed the JV agreement (if applicable); also completed and signed the mandatory documents for each individual entity.</p>		
	<p>Relevant Experience in Enterprise Solution Architecture and Digital Transformation (≥ 3 projects in the past seven years; reference letters on clients' letterheads with contact details; public sector/regulatory experience advantageous).</p>		
	<p>Comparable Project References (design + implementation oversight; IMS-like integrated systems; BI and security); summary of projects in line with the submitted reference letters.</p>		
	<p>Methodology and Project Plan (approach, tasks, timelines, resourcing, controls; and alignment to sections x-x).</p>		
	<p>Team Capacity and Roles (lead architect + integration/data/security specialists; CVs; organisational structure; current commitments).</p> <p>Qualifications and Certifications (e.g. TOGAF/Zachman; cloud certs; security certs; five years and more in systems engineering/infrastructure; architecture design).</p>		
	<p>Locality Requirements:</p> <p>Copy of a lease agreement or municipal account, or business property rates statement.</p>		

Table 2: Details of the Individual Assigned Team Members and Their Roles

1. CV Templates

Please use the templates set out below to structure the CVs of your proposed team members.

1.1. Lead Solution Architect

Name	
Role	(i.e. Lead Solution Architect)
Number of Years in the Role	(e.g. >15 years)
Qualifications	(e.g. ICT degree, TOGAF certification)
Employment History	
Relevant Experience	Past projects

1.2. Business Analyst

Name	
Role	(i.e. Business Analyst)
Number of Years in the Role	(e.g. >15 years)
Qualifications	(e.g. ICT degree, TOGAF certification)
Employment History	
Relevant Experience	Past projects

1.3. Business Process Engineer

Name	
Role	(i.e. Business Process Engineer)
Number of Years in the Role	(e.g. >15 years)
Qualifications	(e.g. ICT degree, TOGAF certification)
Employment History	
Relevant Experience	Past projects

1.4. Project Manager

Name	
Role	(i.e. Project Manager)
Number of Years in Role	(e.g. >15 years)
Qualifications	(e.g. PMBOK, PRINCE2)
Employment History	
Relevant Experience	Past projects

2. **Prior Project Experience**

Provide the details noted below about each project identified in your reference letters, using the indicated template.

Client Organisation	
Duration	Month/Year – Month/Year
Project Description	Description of the project scope
Role	(e.g. Solution Architect)
Responsibilities and Capabilities	
Legacy system modernisation	(Provide details)
Application of enterprise architecture frameworks	(Provide details)
Application of integration technologies	(Provide details)
Mapping business processes and customer journeys	(Provide details)
Projects within a regulatory body or state-owned entity	(Provide details)
Procurement and vendor evaluation support	(Provide details)
Governance and quality assurance of a system integrator	(Provide details)
Project management in solution designs and system Integrations	(Provide details)

3. Reference Letter Requirements

Bidders are required to refer to the template example below for guidance on submitting their reference letters.

Referee Letterhead	
City of Solutions (Pty) Ltd	
Registration No: 2015/1234??/??	
Physical Address: 12345 Riv-Riv Boulevard, Safton, 2176	
Tel: 011 011 1234	
Email: info@city-sof-sof.co.za	
Date: 15 March 2024	
RE: Client Reference Letter – IRBA	
This letter serves as a reference for IRBA (Pty) Ltd (Registration No: that was appointed by City Sof-Sof Solutions (Pty) Ltd to provide professional services related to ICT Systems Design and Solution Architecture.	
1. Name of the Bidder	IRBA (Pty) Ltd
2. Services Rendered	IRBA was contracted to: <ul style="list-style-type: none">• Design an enterprise IT architecture framework.• Develop system integration specifications.• Provide technical advisory services for digital transformation.• Assist with the implementation of a cloud-based management information system (MIS).
3. Period of Service	The services were rendered from 1 April 2021 to 30 November 2022.
4. Performance	IRBA demonstrated a high level of professionalism, technical competence, and adherence to project timelines. Their Solution Architecture expertise contributed significantly to the successful implementation of our digital systems.

5. Client Contact Details

Primary Contact Person

Name: Mr Independent Mokoena

Position: ICT Programme Manager

Telephone: 011 011 1234

Email: thandi.mokoena@cityinfra.co.za

Table 3: Relevant Previously Completed Projects

In the table below, list a minimum of three previously completed projects or current ones (preferably, provide a detailed company profile, specifying the information mentioned below), as per the Functionality Evaluation criteria under paragraph 8, section B, of this RFT.

Project Description/Name	Client Contact Name	Client Email, Address and Contact Number	Project Start Date	Project Completion Date

DECLARATION OF INDEPENDENCE FROM THE AUDITING PROFESSION

1. Purpose of the Form

The Independent Regulatory Board for Auditors is a statutory body established in terms of Section 3 of the Auditing Profession Act 26 of 2005, as amended. It maintains independence from the registered auditors it regulates. As such, no bids will be considered from any entity or person that the IRBA regulates, including network firms, as defined in the IRBA Code of Professional Conduct for Registered Auditors.

Thus, any bidder with any direct or indirect financial or personal ties to an auditor or an audit firm that the IRBA regulates will be deemed ineligible to participate in the bidding process. So, bidders are required to declare and confirm that they are independent of the auditing profession in that:

- They are not employed by an audit firm and/or a network firm; and
- They do not share, directly or indirectly, in any profits or interests of a registered auditor, an audit firm and/or any person related to a registered auditor and/or an audit firm.

To this end, all bidders are required to make this declaration in respect of the details required hereunder.

2. Bidder's Declaration

By appending their signature herein below, the bidder declares and confirms that they are independent of the auditing profession in that:

- They are not employed by an audit firm and/or a network firm, as defined in the IRBA Code of Professional Conduct for Registered Auditors.
- They do not share, directly or indirectly, in any profits or interests of a registered auditor, an audit firm and/or any person related to a registered auditor and/or an audit firm.

The bidder understands that any misrepresentation of their independence will result in a disqualification from the bidding process.

.....
Name

.....
Position

.....
Entity Name

.....
Date

FINANCIAL PROPOSAL

- The bidder must complete the following Pricing Schedules and the attached SBD 3.3 form.
- The price must be fixed and firm. To this effect, the bidder must complete the SBD 3.3 form.
- Bidders must complete and submit the compulsory Pricing Schedule, without changing the structure. Failure to complete this in the prescribed manner and with alterations to the prices may result in the disqualification of the bid.
- The Pricing Schedule must be submitted in a separate sealed envelope at the time of submitting the bid response as a Returnable Schedule.
- The Pricing Schedule must be **inclusive of VAT** (VAT registered). Bidders must ensure that all pricing submitted is accurate, complete and inclusive of all applicable costs, taxes and fees, in line with the pricing schedule provided below.
- All estimates quoted in the Pricing Schedule will be for evaluation purposes only and by no means a commitment from the IRBA.
- The execution of this contract will be governed by the unit price/rates quoted, unless otherwise stated.
- To demonstrate financial stability and capacity, bidders must submit complete financial statements covering the past two years.
 - Bidders that are statutorily required to have their financial statements audited must submit their Audited Financial Statements.
 - Bidders that are not statutorily required to have an audit must submit their complete Annual Financial Statements. These statements must be:
 - Prepared in accordance with the applicable accounting standards.
 - Certified as true, correct and complete by the company's Chief Financial Officer (or equivalent) and/or the company's legal owner/director.
- During the contract execution, the contractor may be required to provide updated financial information upon request, to ensure ongoing financial capacity. The IRBA reserves the right to audit such financial information.
- The IRBA reserves the right to enter into price or rate negotiations with bidders, including through a Best and Final Offer process, should such negotiations be deemed necessary.

PRICING PROPOSAL

Pricing Schedule

#	Phase/Activity	Fixed Price (incl. VAT)
1.	Analysis	R
2.	Design	R
3.	Solution Options and Roadmap	R
4.	Tender Development	R
5.	Transversal Interaction and Collaboration	R
6.	Contingency	R
7.	Total, incl. VAT	R

#	Activity	Blended Hourly Rate (incl. VAT)	Estimated Hrs/Month	Estimated Months	Price (incl. VAT)
8.	Implementation Support (Supervision, Oversight and Project Management)		37.5	36	R

9.	Grand Total, incl. VAT (Activities 7 + 8)	R
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PRICING DETAIL

The totals in the detailed pricing must match those in the pricing schedule above.

Design Phase									
#	Resource	Analysis	Design	Solution Options	Tender Development	Transversal Interaction	Total Hours	Hourly Rate (incl. VAT)	Cost (incl. VAT)
1.	Solution Architect								R
2.	Business Analyst								R
3.	Business Process Engineer								R
4.	Project Manager								R
5.	Other (specify)								R
6.	Contingency (incl. VAT)								R
7.	Total, incl. VAT								R

Implementation Phase				
#	Resource	Total Hours	Hourly Rate (incl. VAT)	Cost (incl. VAT)
8.	Solution Architect			R
9.	Project Manager			R
10.	Other (specify)			R
11.	Total, incl. VAT			R

COMPLIANCE WITH PERSONAL INFORMATION PROCESSING LAWS

The Protection of Personal Information Act 4 of 2013 (POPIA) restricts the processing of personal information to circumstances that are lawful, legitimate, responsible and that comply with the provisions of the POPIA.

The IRBA will have to process certain personal information, which is owned or held by bidders; and thus, to comply with the POPIA, the IRBA must provide bidders, whose personal information is processed, with a number of details pertaining to such processing, prior to the information being processed, which details are housed under the IRBA Procurement Processing Notice found on the IRBA website (<https://www.irba.co.za/library/pop-i-act>). You are requested to download and read the Notice. Please note that most of your personal information, which we will be processing, is required for lawful purposes and, as a result, your consent to process will not be required. Where we do, however, require your consent, which is indicated in the Notice, the handing over of such personal information to the IRBA will be viewed as consent to the IRBA's processing of such personal information.

Where the IRBA's personal information is provided for processing, the IRBA consents to the processing thereof, provided that you or any other recipient who processes it undertakes to process all and any such personal information strictly in compliance with the POPIA; and subject further that where the IRBA's personal information is not processed in accordance with the POPIA, then the person handling such information indemnifies and holds the IRBA and/or any third parties that may be or will be affected by such non-compliance harmless against all and any liabilities, loss or damages, including pecuniary, non-pecuniary and/or aggravated damages, which the IRBA or any data subject or other person may incur in consequence of such non-compliance, such person (who is processing the personal information) agreeing to pay to the IRBA and/or any affected data subject/s or third party/ies all and any such damages which they may have incurred as a result of such non-compliance, on demand, and NO LIMITATION OF LIABILITY CLAUSES housed under this document or elsewhere WILL UNDER ANY CIRCUMSTANCES LIMIT THE ABOVEMENTIONED DAMAGES.

Where the IRBA provides personal information to you in terms of this document and you are tasked with processing it on behalf of the IRBA in your capacity as an "Operator", as defined under the POPIA, then in such case the provisions set out under the IRBA standard "Operator Agreement/Addendum" found on the IRBA website will apply to such processing, which terms will be incorporated into and read together with this document.

CONFLICT OF INTEREST DECLARATION FORM: COMMERCIAL BIAS

[Bidders to Complete and Submit with the Proposal]

Bidder Information:

- Company Name: _____
- Proposal Reference: _____
- Date: _____

Declaration Statement:

I, the undersigned, hereby declare on behalf of the above-named company that we have reviewed the following areas for potential conflicts of interest:

(Tick all fields that apply)

1. Financial Interests in Vendors/Suppliers:

- Yes/No: Do you have financial interests (ownership, shares, investments, etc.) in companies that may supply goods/services for this project?

2. Commission or Incentive Arrangements:

- Yes/No: Do you have commission, referral fee or incentive arrangements with product vendors relevant to this project?

3. Business Relationships:

- Yes/No: Do you have significant business relationships (partnerships, joint ventures, etc.) with companies that could be involved in this project?

4. Personal Relationships with Staff:

- Yes/No: Do you have close personal or familial relationships with [organisation name] staff involved in this procurement?

I certify that:

- This declaration is complete and accurate to the best of my knowledge.
- I understand this declaration is to assess independence and any possible bias.
- I will immediately inform the IRBA of any new or perceived conflicts which may arise during the procurement process.

If yes to any of the above, provide details.

Additional Disclosures: *Please disclose any other circumstances that could reasonably be perceived as a conflict of interest.*

Signature: _____

Name (Print): _____

Designation: _____

Date: _____