



THE SOUTH AFRICAN NATIONAL ROADS AGENCY SOC LIMITED

SCM REFERENCE NUMBER: NRA 2026/0555

REQUEST FOR PROPOSAL(RFP) FOR THE APPOINTMENT OF A SERVICE PROVIDER FOR THE PROVISION OF ENTERPRISE ARCHITECTURE AND BUSINESS PROCESS MODELLING SERVICES FOR A PERIOD OF TWENTY-FOUR (24) MONTHS.

ISSUE DATE: 25 August 2026

COMPULSORY BRIEFING SESSION DATE: 01 September 2026 @ 12:00 PM

CLOSING DATE: 28 September 2026

CLOSING TIME: 12:00 PM

BASE DATE: SEPTEMBER 2026

NRA 2026/0555

SECTION 1: SBD1 FORM

PART B INVITATION TO BID

BID NUMBER:	NRA 2026/0555	ISSUE DATE:	25 August 2026	CLOSING DATE:	28 September 2026	CLOSING TIME:	12:00 pm
DESCRIPTION	REQUEST FOR PROPOSAL(RFP) FOR THE APPOINTMENT OF A SERVICE PROVIDER FOR THE PROVISION ENTERPRISE ARCHITECTURE DEVELOPMENT AND BUSINESS PROCESS MAPPING SERVICES						
VALIDITY PERIOD	Ninety (90) calendar days						
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO: ProcurementHO7@sanral.co.za							
CONTACT PERSON	Procurement Officer						
TELEPHONE NUMBER	N/A						
E-MAIL ADDRESS	ProcurementHO7@sanral.co.za						
SUPPLIER INFORMATION							
NAME OF BIDDER							
POSTAL ADDRESS							
STREET ADDRESS							
TELEPHONE NUMBER	CODE			NUMBER			
CELLPHONE NUMBER							
E-MAIL ADDRESS							
VAT REGISTRATION NUMBER							
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE		UNIQUE REGISTRATION REFERENCE NUMBER: MAAA	
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	TICK APPLICABLE BOX] ☐ Yes ☐ No			B-BBEE STATUS LEVEL SWORN AFFIDAVIT		[TICK APPLICABLE BOX] ☐ Yes ☐ No	
[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT MUST BE SUBMITTED FOR PURPOSES OF COMPLIANCE WITH THE B-BBEE ACT]							
ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?						☐ Yes ☐ No [IF YES, ANSWER QUESTIONNAIRE BELOW]	
QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS							
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?						☐ YES ☐ NO	
DOES THE ENTITY HAVE A BRANCH IN THE RSA?						☐ YES ☐ NO	
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?						☐ YES ☐ NO	
DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?						☐ YES ☐ NO	
IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?						☐ YES ☐ NO	
IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 1.3 BELOW.							

PART B
TERMS AND CONDITIONS FOR BIDDING

1. TAX COMPLIANCE REQUIREMENTS
1.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
1.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.
1.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA.
1.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
1.5 IN BIDS WHERE UNINCORPORATED CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
1.6 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.

NB: FAILURE TO PROVIDE / OR COMPLY WITH ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.

SIGNATURE OF BIDDER:

CAPACITY UNDER WHICH THIS BID IS SIGNED:
(Proof of authority must be submitted e.g. company resolution)

DATE: _____

SECTION 2: NOTICE TO BIDDERS

1. INSTRUCTIONS TO BIDDERS

1.1 Submission of bid

The Request for Proposal (RFP) submissions will close at **12H00 on Monday 28 September 2026** and all documentation must be sealed in a clearly marked envelope and placed in the tender box.

Bids shall be clearly marked with the **RFP NRA 2026/0555** and sealed in an envelope when placing in the tender box and addressed to:

SOUTH AFRICAN ROADS AGENCY LIMITED -Central Operations Centre
36 Assegaai Wood Street
Rooihuiskraal Ext. 39
Centurion |
0157
South Africa

GPS Coordinates: 25°55'1.23"S 28° 9'4.75"

Tender Box is located at the above address

- 1.1.1** Bidders must submit one original hard copy and electronic copy (e.g. USB-memory stick). Additional supporting information can be provided in a separate file and cross-referenced in the main submission. The RFP envelope must also contain the Bidder's details on the back of the envelope.
- 1.1.2** No bid may be withdrawn after it has been submitted to SANRAL unless the Bidder so requests in writing and such request is received by SANRAL before the scheduled closing date. All bids received by SANRAL on or before the scheduled closing date and time shall be valid and binding for a period of 90 (NINETY) working days calculated from the last scheduled closing date ("validity period"). During the validity period or any extensions to the validity period, bid prices shall remain firm save only for cost variations as are measurable by the permissible contract price adjustments as set out elsewhere in this document.
- 1.1.3** No telegraphic, e-mailed or faxed bids will be accepted.
- 1.1.4** Properly motivated alternatives may be submitted but will only be considered if a compliant offer has been submitted. The alternative shall be approached and priced to the same detail as required by this RFP.
- 1.1.5** Bidders will be judged on the basis of the information submitted by the due date as well as additional information as may have been requested by SANRAL. A Bidder will be disqualified for the furnishing of, misleading or incorrect information, which SANRAL may rely upon in the selection of a preferred Bidder.
- 1.1.6** Bidders must ensure that their bids contain all documents as specified in this RFP.

1.2 Clarification

If a Bidder considers that any of the RFP documents are deficient in any respect and require clarification, or if any words or figures are indistinct or ambiguous, or should Bidders have any queries regarding this document they may contact SANRAL by **e-mail only** using the contact information stated in the **SBD 1 Form**.

Addendum and Clarification shall be issued any time before tender closing date and time. SANRAL will not be obliged to respond to any queries received after this date. No unauthorised alteration, addition or note entered by the Bidder in the RFP documents shall modify the issued RFP

All enquiries regarding this RFP must be directed to: ProcurementHO7@sanral.co.za

1.3 Briefing

A compulsory briefing session will be conducted **Virtually** on the 01 September 2026, at **12H00** for a period of **± 2 hours**. The briefing session will start punctually, and information will not be repeated for the benefit of Respondents arriving late.

Bidders must use the meeting link provided below to join the meeting.

Late arrivals (15 Minutes late) will not be allowed to participate in the meeting, and their submissions shall be declared non-responsive. A tenderer's representative cannot represent more than one tenderer at the tender briefing meeting.

Link for briefing

Join the Virtual meeting now

Microsoft Teams meeting

Join: <https://teams.microsoft.com/meet/326249454691628?p=kkZuwktrhs6olgkTrS>

Meeting ID: 326 249 454 691 628

Passcode: tq34EJ6o

1.4 Conflicts of Interest

Bidders are required to identify and to disclose as soon as possible any conflict of interest or potential conflict of interest to SANRAL. Bidders should contact SANRAL for clarity on whether a conflict of interest actually exists or not. The existence of a conflict of interest, or a failure by a bidder timeously to disclose any such conflict or part conflict of interest, may result in the bidder's bid being disqualified.

1.5 Participation in More than One Bid

No bidder or any member of the bidder's consortium may participate or have an interest (whether direct or indirect) in any other bidder or in any member of any other bidder's consortium for purposes of submitting a bid.

1.6 Collusion with others

Bidders may not collude with any Service Providers, whether local or international, for purposes of submission of bids in response to the RFP. Such action will lead to disqualification with no further evaluation of their bid.

1.7 Communication

Specific queries relating to this RFP before the closing date of the RFP should be submitted to the contact person stated in the SBD 1 Form before the closing date. In the interest of fairness and transparency SANRAL's response to such a query will then be made available to other bidders.

It is prohibited for Respondents to attempt, either directly or indirectly, to canvass any officer or employee of SANRAL in respect of this RFP between the closing date and the date of the award of the business.

Respondents found to be in collusion with one another will be automatically disqualified and restricted from doing business with organs of state for a specified period.

Respondents may also, at any time after the closing date of the RFP, communicate with the name of delegated individual on any matter relating to its RFP response.

All unsuccessful bidders have a right to request SANRAL to furnish individual reasons for their bid not being successful. This request must be directed to the contact person stated in the SBD 1 form.

1.8 Joint Ventures or Consortiums

Respondents who would wish to respond to this RFP as a Joint Venture [JV] or consortium with B-BBEE entities, must state their intention to do so in their RFP submission. Such Respondents must also submit a signed JV or consortium agreement between the parties clearly stating the percentage [%] split of business and the associated responsibilities of each party. If at the time of the bid submission such a JV or consortium agreement has not been concluded, the partners must submit confirmation in writing of their intention to enter into a JV or consortium agreement should they be awarded business by SANRAL through this RFP process. This written confirmation must clearly indicate the percentage [%] split of business and the responsibilities of each party. In such cases, award of business will only take place once a signed copy of a JV or consortium agreement is submitted to SANRAL.

Respondents are to note that for the purpose of Evaluation, a JV will be evaluated based on one consolidated B-BBEE score card (a consolidated B-BBEE Status Level verification certificate). Preference points will be awarded to a bidder for attaining the specific goals requirements in accordance with the table indicated in the specific goals Claim Form.

1.9 Legal Compliance

The successful Respondent shall be in full and complete compliance with all applicable national and local laws and regulations.

1.10 Disclaimers

Respondents are hereby advised that SANRAL is not committed to any course of action as a result of its issuance of this RFP and/or its receipt of Information in response to it. Please note that SANRAL reserves the right, in its sole and absolute discretion, to:

- modify this RFP's goods / service(s) and request Respondents to re-submit on any changes;
- reject any Information or Proposal (used interchangeably), which does not conform to instructions and specifications which are detailed herein;
- disqualify Proposals submitted after the stated submission deadline;
- not necessarily accept or agree to the commercial offers or an alternative information;
- place an order in connection with this Proposal at any time after the RFP's closing date;
- consider only a portion of the proposed goods / services which are reflected in the scope of this RFP;
- split the award of the order/s between more than one Supplier/Service Provider at SANRAL's absolute discretion should it be more advantageous in terms of, amongst others, cost or developmental considerations;
- cancel the RFP process;
- validate any information submitted by Respondents in response to this RFP. This would include, but is not limited to, requesting the Respondents to provide supporting evidence. By submitting Information in relation to this RFP, Respondents hereby irrevocably grant the necessary consent to SANRAL to do so;
- request audited financial statements or other documentation for the purposes of a due diligence exercise;
- not accept any changes or purported changes by the Respondent unless the RFP specifically provides for it;
- to cancel the RFP/contract and/or request that National Treasury place the Respondent on its Database of Restricted Suppliers for a period not exceeding 10 years, on the basis that information was relied upon on the strength of incorrect information furnished by the Respondent or on any other basis recognised in law;
- award the business to any other bidder or the next ranked bidder, provided that he/she is still prepared to provide the required Goods/Services based on commercial offers, should the preferred bidder's submission fail to sign or commence with the contract within a reasonable period after being requested to do so. Under such circumstances, the validity of the bids of the next ranked bidder(s) will be deemed to remain valid, irrespective of whether the next ranked bidder(s) were notified of their bid being unsuccessful. Bidders may therefore be requested to advise whether they would still be prepared to provide the required Goods/Services at their quoted price; and

- Should a bidder fail to respond to a request for extension of the validity period before it expires, that bidder will be excluded from tender process.

1.11 Security clearance

Acceptance of this bid could be subject to the condition that the Successful Respondent, its personnel providing the goods and its subcontractor(s) must obtain security clearance from the appropriate authorities to the level of CONFIDENTIAL/ SECRET/TOP SECRET. Obtaining the required clearance is the responsibility of the Successful Respondent. Acceptance of the bid is also subject to the condition that the Successful Respondent will implement all such security measures as the safe performance of the contract may require.

1.12 Johannesburg Stock Exchange Debt Listing Requirements

SANRAL may also be required to disclose information relating to the subsequent contract i.e. the name of the company, goods/services provided by the company, the value and duration of the contract, etc. in compliance with the Johannesburg Stock Exchange (JSE) Debt Listing Requirements.

1.13 National Treasury's Central Supplier Database

Respondents are required to self-register on National Treasury's Central Supplier Database (CSD) which has been established to centrally administer supplier information for all organs of state and facilitate the verification of certain key supplier information. SANRAL is required to ensure that the revenue model and Proposals are invited and accepted from prospective Bidders listed on the CSD. Business may not be awarded to a respondent who has failed to register on the CSD. Only foreign suppliers with no local registered entity need not register on the CSD. The CSD can be accessed at <https://secure.csd.gov.za>

For this purpose, the attached SBD 1 Form must be completed and submitted as a mandatory returnable document by the closing date and time of the RFP.

1.14 Tax Compliance

Respondents must be compliant when submitting a Proposal to SANRAL and remain compliant for the entire contract term with all applicable tax legislation, including but not limited to the Income Tax Act, 1962 (Act No. 58 of 1962) and Value Added Tax Act, 1991 (Act No. 89 of 1991). It is a condition of this bid that the tax matters of the successful Respondents be in order, or that satisfactory arrangements have been made with South African Revenue Service (SARS) to meet the Respondents tax obligations. The Tax Compliance status requirements are also applicable to foreign Respondents/ individuals who wish to submit bids. Where Consortia / Joint Ventures / Sub-contractors are involved, each party must be registered on the Central Supplier Database and their tax compliance status will be verified through the Central Supplier Database.

**SANRAL urges its clients, suppliers and the general public to report any fraud or corruption to
TIP-OFFS ANONYMOUS:
0800 204 558**

SECTION 3

INTRODUCTION, BACKGROUND AND SCOPE OF REQUIREMENTS

1. EXECUTIVE SUMMARY

The South African National Roads Agency SOC Ltd (SANRAL) intends to appoint a suitably qualified and experienced Service Provider to establish an integrated Enterprise Architecture (EA) and Business Process Management (BPM) capability that will enable the organisation's digital transformation, strengthen governance, improve operational efficiency, and support the achievement of SANRAL Horizon 2030 and Digital Strategy 2030.

The successful Service Provider will partner with SANRAL to design, implement, institutionalise and transfer sustainable EA and BPM capabilities over a 24-month implementation period. The engagement includes establishing governance frameworks, developing current-state and future-state architectures, modelling business processes, identifying automation opportunities, configuring enterprise repositories, implementing organisational change management, developing ICT Ways of Work, and building internal capability through structured knowledge transfer.

The implementation will be executed through four integrated phases:

- Phase 1: Mobilisation and Current State Discovery
- Phase 2: Future State Blueprinting and Strategic Roadmap
- Phase 3: Capability Embedment and Initial Implementation Support
- Phase 4: Handover, Sustainability and Benefits Realisation

The appointed Service Provider shall ensure close integration between Enterprise Architecture and Business Process Management disciplines, enabling SANRAL to establish a single enterprise-wide view of business capabilities, information, applications, technology, governance, risk and operational processes.

The initiative will be delivered over a **24-month period** through two tightly integrated work streams (EA and BPM), ensuring that process design directly informs architectural design and governance frameworks guide process execution.

Key outcomes of the programme include:

- A comprehensive enterprise-wide architecture baseline (As-Is) and future-state design (To-Be) across business, data, application, technology, and security domains.
- A fully defined and institutionalised EA and BPM governance framework with supporting tools and repositories.
- A structured, hierarchical process landscape (Level 1–5) supporting operational efficiency and process standardisation.

- A prioritised automation and digitisation roadmap identifying opportunities for improved efficiency, cost reduction, and enhanced service delivery.
- A 5-year integrated transformation roadmap aligned to SANRAL's strategic objectives.
- Embedded change management, training, and capability transfer to ensure SANRAL becomes self-sufficient in sustaining EA and BPM practices.

The outcome of this initiative is not merely the delivery of documentation, but the establishment of a sustainable organisational capability supported by appropriate governance, skilled internal resources, standardised methodologies, enterprise repositories, measurable benefits realisation, and continuous improvement practices that position SANRAL to execute future strategic initiatives with greater agility, consistency and value.

2. INTRODUCTION

The South African National Roads Agency SOC Ltd (SANRAL) is the custodian of the national road network, a critical national asset that enables economic growth, social development, and regional integration. SANRAL is embarking on a strategic modernisation journey to strengthen its engineering excellence, operational efficiency, and long-term sustainability.

To support this transformation, SANRAL requires the services of an experienced Service Provider to establish a robust **Enterprise Architecture (EA)** practice and implement a foundational **Business Process Management (BPM)** capability. This will ensure strategic alignment, operational excellence, and enhanced value realisation from technology investments.

This transformation is guided by the **SANRAL Horizon 2030 (Business Strategy)** and the **Digital Horizon 2030 (ICT Strategy)**, demanding a future-proofed operating model that seamlessly integrates engineering, business, and technology functions. Core to this evolution is the **need for a unified view of the organisation**, from strategic objectives down to operational processes and supporting technology. These are not isolated projects but are strategic enablers designed to:

- **Foster Alignment:** ensure that engineering, business, and ICT strategies are fully synchronised to deliver on SANRAL's mandate.
- **Enhance Decision-Making:** provide data-driven insights for prioritising investments in infrastructure and technology, maximising value realisation.
- **Drive Operational Excellence:** streamline core processes across the road network lifecycle, from planning and design to construction, maintenance, tolling, and asset management, improving service delivery and customer experience.
- **Ensure Governance and Compliance:** embed robust governance frameworks that ensure compliance with PFMA, POPIA, PCI DSS, ISO standards, and other regulatory requirements.

The EA and BPM workstreams must run in parallel throughout the project duration, requiring the Service Provider to allocate adequate and balanced resources to both streams to ensure that the work is executed in a coordinated and equitable manner, with no single stream being deprioritised at the expense of the other. A critical part of the scope involves organisational enablement through a comprehensive change management plan and the establishment of an integrated "Ways of Work" framework that unifies ICT delivery functions.

This tender document outlines the requirement for a specialised Service Provider to partner with SANRAL in this transformative initiative, delivering not just a set of documents, but a living, breathing capability that will be institutionalised within the organisation.

3. SCOPE OF WORK

The project will be executed **over a 24-months period** through two concurrent, interdependent work streams: **Enterprise Architecture (EA)** and **Business Process Management (BPM)**. The BPM work stream will require dedicated Business Process and Business Analysis expertise to facilitate the detailed process analysis and modelling. The two streams must be tightly integrated, with the BPM outputs (process models, value streams) directly informing the EA Business and Application Architectures, and the EA frameworks providing the structure for BPM governance.

3.1 Detailed Enterprise Architecture (EA) Deliverables

The Service Provider will be responsible for the following detailed EA deliverables, aligned with the phases above:

- **EA Framework and Governance:** A tailored EA framework based on TOGAF and GWEA, including a defined operating model, governance structure with clear RACI charts, architecture principles, and a compliant architecture review board process.
- **As-Is Architecture Analysis:**
 - **Business Architecture:** documentation of business strategy, capabilities, value streams, organisational structure, and key business functions.
 - **Data Architecture:** creation of a complete data asset register, data taxonomy, conceptual and logical data models, and data flow diagrams for critical data (traffic, financial, asset, geospatial).
 - **Application Architecture:** creation of a fully populated application portfolio catalogue, detailing core enterprise systems (engineering, ERP, ITIS, CRM, GIS, etc.), their interdependencies, and lifecycle status.
 - **Technology Architecture:** a complete inventory of ICT infrastructure, network topology (WAN/GCN), data centres, cloud services, and IoT/ITS platforms, with clear links to supporting applications.

- **Security Architecture:** analysis of cybersecurity controls, operational technology (OT) security posture, and physical security measures, aligned with PCI DSS, POPIA, and other relevant standards.
- **To-Be Architecture Design:** target state blueprints for all architecture domains, explicitly showing how they enable SANRAL's strategic goals, enhance engineering capabilities, and improve integration.
- **Implementation Roadmap and Gap Analysis:** a detailed, phased 5-year roadmap outlining strategic initiatives, dependencies, investment estimates, and resource requirements, derived from a rigorous gap analysis.
- **Strategic Advisory:** actionable strategies for Cloud Adoption and an AI Governance framework to guide SANRAL's responsible use of emerging technologies.
- **EA Repository and Tooling:** Work together with the EA & BPM tool partner to configure SANRAL's repository based on best practices, acting as the single source of truth for all architecture artefacts.
- **Benefits Realisation Framework:** a framework with defined KPIs to track and measure the value delivered by the EA practice and the implemented roadmap initiatives.

3.2 Detailed Business Process Management (BPM) Deliverables

The appointed Service Provider will be responsible to assist SANRAL with establishing a foundational BPM capability, with all deliverables being fully integrated with the Enterprise Architecture work stream. The focus is on creating a living, usable process landscape that drives clarity, efficiency, and compliance, with a specific emphasis on identifying and prioritising automation opportunities.

The detailed scope of work is as follows:

- **Process Maturity Assessment:** conduct a baseline assessment against an international standard (e.g., CMMI or similar) with recommendations for maturity uplift across people, process, and technology dimensions.
- **BPM Framework and Governance:** establish a BPM practice, including a process governance framework with defined roles (e.g., Executive Process Sponsor, Process Owners, BPM Centre of Excellence), decision-making rights, and a standardised process for initiating, approving, and implementing process changes.
- **Process Landscape Modelling and Hierarchical Decomposition:** the service provider must develop a structured process architecture that enables ease of navigation from a high-level, strategic view down to detailed task-level instructions. This hierarchical structure must be implemented within the BPM repository to allow for intuitive drilling and exploration. The levels must include, at a minimum:
 - **Level 1: Value Stream / Enterprise Map:** a high-end, strategic view of the core value chains of SANRAL.

- **Level 2: Core End-to-End Processes:** the major, cross-functional business processes that deliver value within each value stream.
- **Level 3: Process Flows (As-Is and To-Be):** the detailed, cross-functional workflow using BPMN 2.0, showing process flow, swim-lanes, decisions, and key handoffs.
- **Level 4: Sub-Process and Activity Detail:** decomposition of Level 3 steps into more detailed sub-processes or activities.
- **Level 5: Procedure and Task Level:** the individual task instructions, business rules, required forms, data inputs/outputs, and SOPs linked to specific activities.
- **Detailed Process Analysis and Design:** for all core processes, the service provider must deliver detailed **As-Is and To-Be** process models using BPMN 2.0. These models must visually articulate:
 - **Process Flow:** the sequence of activities from trigger to outcome.
 - **Swim-lanes:** clear allocation of tasks to organisational roles, systems, or departments.
 - **Decisions and Gateways:** key business rules and decision points.
 - **Key Handoffs:** critical interactions between different roles or systems, highlighting potential bottlenecks.
 - **Integration of Risks and Controls:** risk management and internal control activities must be directly incorporated into the process models, ensuring risks are identified at each step and mitigating controls are explicitly linked and visible.
- **Automation-Focused Gap Analysis and Opportunity Identification:** a core objective of the BPM work is to identify and prioritise opportunities for simplification, automation, and digitisation. The service provider must conduct a detailed gap analysis of the As-Is processes to:
 - **Identify Manual, Unstructured, Non-Standardised, and Non-Value Adding Activities:** pinpoint areas with prevalent manual data entry, paper-based workflows, repetitive tasks, and use of unstructured data sources (e.g., spreadsheets, email).
 - **Assess Existing Capabilities:** evaluate the organisation's current software, platforms, and technical capabilities to determine if existing systems can be better leveraged to address identified gaps.
 - **Develop Alternative Recommendations:** for gaps that cannot be filled by existing systems, propose suitable solution options. These could range from Robotic Process Automation (RPA) for rule-based tasks, to workflow automation, system integrations, or new module implementations.
 - **Prioritise Initiatives:** Create a prioritised list of automation opportunities based on criteria such as potential for efficiency gains, cost reduction, error reduction, improved processing time, and enhanced visibility for decision-making.
- **Leveraging Industry Reference Models:** the service provider is required to leverage established industry reference models for the transport and infrastructure sector to accelerate process discovery, ensure completeness, and incorporate industry best practices. The use of these models will:

- Provide a validated, best-practice starting point for SANRAL's process taxonomy.
- Ensure no critical processes are overlooked.
- Facilitate benchmarking against industry standards.
- **This activity is a joint responsibility to ensure a unified business view:** the BPM stream leads the process modelling, while the **EA (Business Architecture)** stream ensures the top-level value streams and capabilities are aligned with the reference model's structure, creating a single, coherent view of the business.
- **Business Rules Management:** create a centralised catalogue of key business decisions, policies, and rules, ensuring they are traceable to processes and enforceable in systems.
- **Risk Management Integration:** incorporate risk management and internal control activities directly into the process models, ensuring risks are identified at each process step and mitigating controls are explicitly linked.
- **BPM Implementation Roadmap:** define a prioritised plan for process improvement and automation, aligned with the broader EA strategic roadmap, detailing initiatives, timelines, and resource requirements.
- **BPM Repository and Tooling:** the following are expected as part of the repository management:
 - Work together with the EA and BPM tool partner to configure SANRAL's repository based on best practices, acting as the single source of truth for all architecture artefacts.
 - **The Service Provider is responsible for all strategic configuration, population, and business process modelling within the tool.** Collaboration with the tool vendor is expected for technical installation, platform support, and advanced technical configuration.
 - The repository must be structured to support the hierarchical process landscape, enabling easy navigation, impact analysis, and clear visual decompositions from Value Stream down to Task level.
- **Training and Enablement:** develop a comprehensive "train-the-trainer" and coaching program to create a self-sufficient community of BPM champions within SANRAL, capable of maintaining, governing, and evolving the process landscape.

3.3 High-Level Project Phases and Key Deliverables (24 months' timeline)

Phase	Focus and Timeline	Key EA Deliverables	Key BPM Deliverables	Overarching / Joint Outcomes
Phase 1: Mobilisation and Current State Discovery (Months 1- 6)	Establish project foundations, governance, and conduct a deep-dive analysis of the entire SANRAL ecosystem.	1. Approved EA Framework and Governance Model. 2. Comprehensive As-Is Architecture Reports for all domains (Business, Data, Application, Technology, Security). 3. Initial configured structure in the EA Repository.	1. Approved BPM Framework and Governance Model. 2. Detailed Process Maturity Assessment Report. 3. Documented Level 1-4 As-Is processes for all core value streams. 4. Initial configured structure in the BPM Repository, integrated with the EA tool.	• Integrated Project Charter and Active Steering Committee. • Completed Stakeholder Engagement and Change Management Strategy. • Milestone: Phase 1 Sign-Off - validated and agreed-upon baseline landscape.
Phase 2: Future State Blueprinting and Strategic Road mapping (Months 7-12)	Co-create the target operating model and a detailed, phased transition plan.	1. To-Be Architecture Blueprints for all EA domains. 2. Cloud Adoption Strategy and AI Governance Framework. 3. Detailed Gap Analysis Report. 4. Draft 5-Year Integrated Strategic Roadmap with high-level business cases.	1. Designed and optimised To-Be processes (Level 1-5) for prioritised value streams. 2. Defined Business Rules Catalogue. 3. Draft BPM Implementation and Automation Roadmap.	• Co-designed Future State vision endorsed by Executive Leadership and key engineering stakeholders. • Clear understanding of transformation initiatives and their interdependencies. • Milestone: Future State Sign-Off - agreement on the strategic vision and direction.
Phase 3: Capability Embedment and Initial Implementation Support (Months 13-20)	Focus on knowledge transfer, skills development, and supporting the first initiatives from the roadmap.	1. Finalised 5-Year EA Implementation Roadmap. 2. Fully populated EA Repository. 3. Benefits Realisation Framework with baseline measurements.	1. Finalised BPM Implementation Roadmap. 2. Developed Standard Operating Procedures (SOPs) for key processes. 3. Fully populated BPM Repository. 4. Completed "Train-the-Trainer" program for a corps of 30+ SANRAL Process Champions.	• SANRAL teams are actively co-delivering and taking ownership of the EA/BPM practices. • Internal champions are confidently leading process improvement efforts. • Milestone: Capability Sign-Off - confirmation that SANRAL teams are equipped to sustain and evolve the practices.

		4. Comprehensive training and workshops for SANRAL's EA team. 5. Support and guidance on the first 1-2 roadmap initiatives.	5. Support on initial process improvement initiatives.	
Phase 4: Handover, Sustaining and Benefits Tracking (Months 21-24)	Ensure a seamless transition to business-as-usual and establish mechanisms for continuous improvement.	1. Complete handover of the EA practice to the SANRAL team. 2. Final Project Report and Lessons Learned documentation. 3. Benefits tracking report showing early progress against the realisation framework. 4. Optional: A 6-month post-handover mentoring retainer.	1. Complete handover of the BPM practice and governance processes. 2. Finalised process performance metrics dashboard. 3. Sustaining model for continuous process improvement.	• SANRAL operates an independent, sustainable, and value-generating EA and BPM capability. • The practices are integrated into the standard organisational governance. • Milestone: Project Close-Out - formal and successful conclusion of the implementation partner's contract.

3.4 Change Management, Communication, and Organisational Enablement

The Service Provider shall develop and execute a comprehensive Change Management and Communication Plan to drive adoption, mitigate resistance, and ensure the new EA and BPM capabilities are embraced and utilised across SANRAL. This is not a peripheral activity but a core work stream integrated into all project phases. Key deliverables include:

- **Change Impact Assessment:** analyse the impact of the new EA and BPM practices on different business units, roles, and individuals.
- **Stakeholder Engagement Plan:** identify all key stakeholders, map their influence and attitude, and define a targeted engagement strategy for each group, from executive sponsors to operational staff.
- **Communication Plan:** Develop and implement a continuous communication campaign that articulates the "what, why, and how" of the transformation, celebrating quick wins and demonstrating value.
- **Training and Skills Development Plan:** Beyond technical "how-to" training, develop role-based training to build competence and confidence in using the new frameworks, tools, and processes in daily work.
- **Readiness and Adoption Metrics:** Define and track metrics to measure stakeholder awareness, desire, knowledge, ability, and reinforcement (ADKAR model or similar) throughout the project.

3.5 Change Management, Communication, and Organisational Enablement

The Service Provider shall facilitate the creation, socialisation, and initial implementation of a unified set of end-to-end ICT "Ways of Work" (WoW). This WoW framework will formally integrate the new EA, BPM, Business Analysis (BA), Project Management Office (PMO), and all core ICT delivery and operational functions into a single, coherent lifecycle management process for all ICT initiatives. The goal is to standardise the journey from strategic ideation to stable operations, ensuring governance, quality, and value delivery. Key deliverables include:

- **SANRAL's ICT End-to-End "Ways of Work" Framework Document:** create and document a clear, practical, and accessible guide that defines the stages, gates, roles, and mandatory deliverables for the entire ICT lifecycle. This must cover:
 1. **Ideation and Business Case:** strategic alignment, initial architecture review, and high-level benefits definition.
 2. **Solution Development:** requirements analysis, solution design, development, and configuration.
 3. **Testing & Quality Assurance:** a standardised approach encompassing unit, integration, system, user acceptance testing (UAT), and performance testing.

4. **Security and Information Management:** integration of security-by-design principles, privacy impact assessments (POPIA), data governance checks, and secure development lifecycle practices.
 5. **Infrastructure and Operations Readiness:** formal procedures for engaging infrastructure teams for provisioning, capacity planning, and ensuring operational readiness for deployment, including for critical services like the call centre and e-toll distribution systems.
 6. **Deployment and Handover to Operations:** a formalised process for deployment, including a structured handover from the project team to the **Service Management and Business Operations teams**. this must include documented support models, SLAs, knowledge articles, and a transition to the service desk for BAU support.
 7. **Post-Implementation Review and Benefits Realisation:** Monitoring of solution performance and tracking of delivered benefits against the business case.
- **Integration of Governance Pillars:** The framework must explicitly define how the following functions interact and provide governance throughout the lifecycle:
 - **Enterprise Architecture** governs strategic alignment, solution patterns, and technology standards.
 - **Business Process Management** governs process design, optimisation, and the alignment of solutions with operational workflows.
 - **Business Analysis** governs requirement elicitation, analysis, and documentation.
 - **Project Management** governs planning, execution, risk, and resource management.
 - **Security and Information Management** governs compliance, data integrity, and cybersecurity.
 - **Applications and Development Teams** govern technical delivery, quality assurance, and adherence to development standards.
 - **Infrastructure and Operations Teams** govern platform stability, capacity, and performance.
 - **Service Management Team** governs the ITIL-based service lifecycle, including incident, problem, and change management for BAU.
 - **Roles and Responsibilities (RACI):** a detailed RACI matrix that clarifies the roles of all parties (Business Owners, EA, BPM, BA, PMO, Solution Development, Security, Information Management, Testing Teams, **Infrastructure, Service Management, and Business Operations**) at each stage of the WoW.
 - **Pilot Implementation:** support the application of the new WoW framework on at least one (1) live or planned SANRAL ICT initiative during Phases 3 or 4 to refine the process based on real-world feedback.

- **Implementation Support:** actively support the initial rollout of the WoW framework by facilitating workshops, coaching teams on its application, and refining the process based on feedback from initial pilot projects. This includes creating templates and checklists for key deliverables (e.g., Solution Design Documents, Test Plans, **Operational Handover Packages**)

4. DURATION OF THE CONTRACT

The contract period will be for a duration of 24 months, commencing from the date of appointment

SECTION 4

CRITERIA AND RETURNABLE DOCUMENTS

4.1 STEP ONE: Test for Responsiveness

The test for administrative responsiveness will include the following:

Administrative responsiveness check	
• Bid received before closing date and Time	
• Bidder has completed SECTION 1: SBD1 Form	
• Bidder has submitted a Priced Offer	
• Mandatory Requirements Only those tenders who satisfy the following criteria are eligible to submit tenders: a) Registered on National Treasury Central Supplier Database at the closing of tender.	

The test for administrative responsiveness [Step One] must be passed for a Respondent's Proposal to progress to Step Two

4.2 STEP TWO: Minimum Threshold 60% points for Technical Criteria

Technical Evaluation (80% of Total Score) The scoring from the "SECTION 4.2 - CRITERIA AND RETURNABLE DOCUMENTS" will be weighted to constitute 80% of the final score. The maximum points available in this section are 80.

SANRAL reserves the right to award this RFP either in whole or in part. The award may cover the full scope of work or specific components thereof, including Enterprise Architecture and/or Business Process Management, based on the bidder's demonstrated capability, capacity, technical competence, and ability to deliver the required services.

Section	Evaluation Criterion	Submission Requirements	Scoring Methodology	Maximum Points
4.2.1	Demonstrate proven experience in delivering Enterprise Architecture (EA) and Business Process Management (BPM) transformation initiatives of similar size and complexity [Form B1]	• Client Reference Letter confirming satisfactory completion of the project • Appointment Letter, Purchase Order or Signed Contract confirming the bidder's appointment • Project Summary indicating client name, project title, EA/BPM services delivered, project scope, contract value, project duration, and contactable client representative	No qualifying projects = 0 One (1) qualifying project = 5 Two (2) qualifying projects = 10 Three (3) qualifying projects = 15 Four (4) or more qualifying projects = 20	20
4.2.2	Proposed Team and Expertise [Form B2] – Enterprise Architecture Team comprising Lead Enterprise Architect and Domain Architects (Business, Data, Application, Technology and Security Architects)	• Form B2.1 • Detailed CVs for all proposed resources • Copies of relevant professional certifications	Lead Enterprise Architect = 10 Business Architect = 5 Data Architect = 5 Application Architect = 5 Technology Architect = 5 Security Architect = 5	35
4.2.3	Business Process Management (BPM) and Business Analysis Team [Form B3] – BPM Lead, Senior Business Analyst and Business Analyst	• Form B3.1 / B3.2 • Detailed CVs • Copies of relevant BPM and Business Analysis certifications	BPM Lead = 10 Senior Business Analyst = 5 Business Analyst = 5	20
4.2.4	Project & Change Leadership [Form B4] – Suitability and experience of the proposed Project Manager	• Form B4 • Detailed Project Manager CV • Project Management Certification(s) • Change Management Certification(s), where applicable	No relevant experience = 0 >5 years' experience = 3 6–10 years' experience = 6 11+ years' experience = 10	10
4.2.5	Demonstration of Project Delivery Approach [Form B5]	• Project Governance Structure • Project Implementation Methodology • Project Plan • Quality and Delivery Management Approach • Organisational Readiness Approach • Milestone-based Payment Schedule	Project Governance Structure = 1 Project Phases & Implementation Methodology = 3 Project Milestones, Deliverables & Dependencies = 2 Project Plan, Schedule & Timelines = 2 Resource Allocation & Delivery Model = 2 Quality Assurance, Risk & Issue Management = 3 Training, Knowledge Transfer, Transition & Stabilisation = 1	15

			Milestone-based Payment Schedule = 1	
		TOTAL TECHNICAL EVALUATION SCORE		100

The test for the Technical and Functional threshold will include the following

The minimum threshold for technical/functionality [Step TWO] must be met or exceeded for a Respondent's Proposal to progress to Step THREE for final evaluation

4.3. Presentation (20% of Total Score)

Shortlisted Service Providers will be invited to present their submitted technical proposal. The presentation shall not exceed 90 minutes in total duration.

Scoring for this stage will be allocated on a pass/fail basis for each of the following sub-criteria. A maximum of **Five (5) points** will be awarded for each sub-criterion that is adequately addressed and achieved within the presentation.

No.	Presentation Criteria	Maximum Points
1	Presentation of Technical Proposal: A clear, concise, and compelling walkthrough of the submitted technical proposal, articulating the proposed approach, methodology, and how the solution meets the specific needs outlined in the Scope of Work.	5
2	Presentation of Artefacts: Showcase of previous deliverables (anonymised or custom-made examples) that are directly relevant to the work required, demonstrating the quality, depth, and clarity of outputs SANRAL can expect (e.g., process models, architecture blueprints, roadmaps, governance frameworks).	5
3	Value-Added Services: A clear explanation of additional services, strategic insights, or innovations offered that are not explicitly requested but are of clear value to SANRAL's long-term sustainability, efficiency, and project success.	5
4	Recommendations of EA and BPM Tools: A well-reasoned, strategic recommendation for the types of EA and BPM tools SANRAL should consider, including justification based on SANRAL's specific requirements, integration needs, industry best practices, and the bidder's experience with such tools.	5
	Total	20

Presentation Scoring Guide

Each criterion shall be assessed using the following rating scale:

Rating	Description	Score
Excellent	Comprehensive response exceeding SANRAL requirements with strong evidence and practical demonstrations.	5
Good	Fully satisfies requirements with clear supporting evidence.	4
Satisfactory	Meets minimum requirements with acceptable evidence.	3
Limited	Partially addresses requirements with significant gaps.	2
Poor	Inadequate response with insufficient evidence.	1
No Response	Criterion not addressed.	0

Final Evaluation Formula

Stage	Weight
Technical Evaluation	80%
Presentation and Demonstration	20%
Overall Functionality Score	100%

Overall Functionality Score = Weighted Technical Score (80%) + Presentation Score (20%)

Abbreviations and Terms

Abbreviation	Description
AI	Artificial Intelligence
API	Application Programming Interface
As-Is	Current State Architecture or Process
BA	Business Analysis
BPM	Business Process Management
BPMN	Business Process Model and Notation
CMMI	Capability Maturity Model Integration
CRM	Customer Relationship Management
EA	Enterprise Architecture
ERP	Enterprise Resource Planning
GIS	Geographic Information System
GWEA	Government-Wide Enterprise Architecture Framework
ICT	Information and Communication Technology
IoT	Internet of Things
ITIL	Information Technology Infrastructure Library
ITIS	Integrated Transport Information System
KPI	Key Performance Indicator
OT	Operational Technology
PCI DSS	Payment Card Industry Data Security Standard
PFMA	Public Finance Management Act
PMO	Project Management Office
PMP	Project Management Professional
POPIA	Protection of Personal Information Act
PRINCE2	Projects IN Controlled Environments Methodology
RACI	Responsible, Accountable, Consulted and Informed
RPA	Robotic Process Automation
SANRAL	South African National Roads Agency SOC Ltd
SLA	Service Level Agreement

SME	Subject Matter Expert
SOP	Standard Operating Procedure
TOGAF	The Open Group Architecture Framework
To-Be	Future State Architecture or Process
UAT	User Acceptance Testing
WAN	Wide Area Network
WoW	Ways of Work

Terms and Definitions

Term	Definition
Enterprise Architecture	The practice of aligning business strategy, capabilities, information, applications and technology to achieve organisational objectives.
Business Process Management	A disciplined approach for designing, modelling, governing, improving and automating business processes.
Enterprise Repository	The central repository used to manage architecture artefacts, business processes, models, standards and relationships.
Business Capability	What SANRAL must be able to do to achieve its strategic objectives.
Value Stream	The sequence of activities that deliver value to internal and external stakeholders.
Architecture Governance	Decision-making structures, standards and controls used to ensure architecture compliance and alignment.
Current State (As-Is)	The existing business, application, data and technology environment.
Future State (To-Be)	The desired target operating environment after implementation.
Gap Analysis	Assessment identifying differences between the current and target state and defining initiatives to close those gaps.
Benefits Realisation	Structured measurement of whether expected business outcomes and value have been achieved.
Change Management	Activities that prepare, support and enable stakeholders to successfully adopt organisational change.

Process Landscape	Hierarchical view of enterprise processes from Value Streams through to task-level procedures.
Capability Building	Transfer of knowledge, skills and governance enabling SANRAL to independently sustain EA and BPM capabilities.

4.4 STEP THREE: Evaluation and Final Weighted Scoring Price and Specific Goal

SANRAL will utilise the following formula in its evaluation of Price:

A maximum of 80 or 90 points is allocated for price on the following basis:

80/20 **or** **90/10**

$$Ps = 80 \left(1 - \frac{Pt - P_{min}}{P_{min}} \right) \text{ or } Ps = 90 \left(1 - \frac{Pt - P_{min}}{P_{min}} \right)$$

Where:

Ps = Score for the Bid under consideration

Pt = Price of Bid under consideration

P_{min} = Price of lowest acceptable Bid

Specific goals	Criteria	10 points		20 points	
		Point allocation	Maximum points	Point allocation	Maximum points
B-BBEE Level	Level 1	10.00	10.00	20	20.00
	Level 2	9.00		18	
	Level 3	6.00		14	
	Level 4	5.00		12	
	Level 5	4.00		8	
	Level 6	3.00		6	
	Level 7	2.00		4	
	Level 8	1.00		2	
	Non-compliant contributor	0.00		0.00	

4.5 STEP FOUR: Post Tender Negotiations (if applicable)

- Respondents are to note that SANRAL may not award a contract if the price offered is not market related. In this regard, SANRAL reserves the right to engage in PTN with the view to achieving a market-related price or to cancel the tender. Negotiations will be done in a sequential manner i.e.:
 - first negotiate with the highest ranked bidder or cancel the bid, should such negotiations fail,
 - negotiate with the 2nd and 3rd ranked bidders (if required) in a sequential manner.
- In the event of any Respondent being notified of such short-listed/preferred bidder status, his/her bid, as well as any subsequent negotiated best and final offers (BAFO), will automatically be deemed to remain valid during the negotiation period and until the ultimate award of business.
- Should SANRAL conduct post tender negotiations, Respondents will be requested to provide their best and final offers to SANRAL based on such negotiations. Where a market related price has been achieved through negotiation, the contract will be awarded to the successful Respondent(s).

4.6 STEP FIVE: Award of business and conclusion of contract

- Immediately after approval to award the contract has been received, the successful or preferred bidder(s) will be informed of the acceptance of his/their quotation by way of a Letter of Award. Thereafter the final contract will be concluded with the successful Respondent(s).
- Otherwise, a final contract will be concluded and entered into with the successful Bidder at the acceptance of a letter of award by the Respondent.

Respondents are to note that, on award of business, SANRAL is required to publish the tendered prices of the successful and unsuccessful Respondents *inter alia* on the National Treasury e-Tender Publication Portal, (www.etenders.gov.za), as required per National Treasury Instruction Note 01 of 2015/2016. **[This is not applicable if RFP was not advertised on National Treasury e-Tender Publication Portal]**

Respondents declaring a commercial relationship with a DPIP or FPPO are to note that SANRAL is required to annually publish on its website a list of all business contracts entered into with DPIP or FPPO. This list will include successful Respondents, if applicable.

SECTION 5

PRICING SCHEDULE

Table 1: Enterprise Architecture (EA)					
Item No.	Deliverable	Unit	Qty	Unit Price (Excl. VAT)	Total Price (Excl. VAT)
EA1	EA Framework & Governance Model	Fixed Price	1		
EA2	As-Is Business Architecture	Fixed Price	1		
EA3	As-Is Data Architecture	Fixed Price	1		
EA4	As-Is Application Architecture	Fixed Price	1		
EA5	As-Is Technology Architecture	Fixed Price	1		
EA6	As-Is Security Architecture	Fixed Price	1		
EA7	To-Be Architecture Blueprints	Fixed Price	1		
EA8	Gap Analysis & Strategic Roadmap	Fixed Price	1		
EA9	Cloud Adoption Strategy	Fixed Price	1		
EA10	AI Governance Framework	Fixed Price	1		
EA11	EA Repository Configuration & Population Support	Fixed Price	1		
EA12	Benefits Realisation Framework	Fixed Price	1		
EA Subtotal					

Table 2: Business Process Management (BPM)					
Item No.	Deliverable	Unit	Qty	Unit Price (Excl. VAT)	Total Price (Excl. VAT)
BPM1	Process Maturity Assessment	Fixed Price	1		
BPM2	BPM Governance Framework	Fixed Price	1		
BPM3	Level 1 Value Stream Modelling	Fixed Price	1		
BPM4	Level 2 Core Process Modelling	Fixed Price	1		
BPM5	Level 3 BPMN Process Models	Fixed Price	1		
BPM6	Level 4 Sub-Process Models	Fixed Price	1		

BPM7	Level 5 Procedures & SOPs	Fixed Price	1		
BPM8	Automation Opportunity Assessment	Fixed Price	1		
BPM9	Business Rules Catalogue	Fixed Price	1		
BPM10	BPM Roadmap	Fixed Price	1		
BPM11	BPM Repository Configuration & Population Support	Fixed Price	1		
BPM12	BPM Champion Training Programme	Fixed Price	1		
BPM Subtotal					

Table 3: Change Management, Communication, and Organisational Enablement					
Item No.	Deliverable	Unit	Qty	Unit Price (Excl. VAT)	Total Price (Excl. VAT)
CM1	Change Impact Assessment	Fixed Price	1		
CM2	Stakeholder Engagement Plan	Fixed Price	1		
CM3	Communication Strategy & Campaign	Fixed Price	1		
CM4	Training & Skills Development Plan	Fixed Price	1		
CM5	Readiness & Adoption Metrics	Fixed Price	1		
Change Management Subtotal					

Table 4: Establishment of Integrated ICT "Ways of Work".					
Item No.	Deliverable	Unit	Qty	Unit Price (Excl. VAT)	Total Price (Excl. VAT)
WOW1	ICT End-to-End Ways of Work Framework	Fixed Price	1		
WOW2	Governance Integration Model	Fixed Price	1		
WOW3	RACI Development	Fixed Price	1		
WOW4	Pilot Implementation Support	Fixed Price	1		

WOW5	Templates, Checklists & Toolkits	Fixed Price	1		
WOW6	Rollout & Coaching Support	Fixed Price	1		
WoW Subtotal					

Cost Category / Workstream	Total Excl. VAT
Enterprise Architecture	
Business Process Management	
Change Management, Communication, and Organisational Enablement	
Establishment of Integrated ICT "Ways of Work".	
Travel & Disbursements	
Sub-Total	
VAT (15%)	
Grand Total Tender Price	

Milestone	Deliverables	% of Contract Value	Amount (Excl. VAT)
Phase 1: Mobilisation & Current State Discovery (Months 1-6)	Approved EA Framework, BPM Framework, As-Is Architecture, Process Maturity Assessment, Current State Repository Setup	25%	
Phase 2: Future State Blueprinting & Strategic Roadmap (Months 7-12)	To-Be Architecture, To-Be Processes, Cloud Strategy, AI Governance Framework, Gap Analysis, Draft Roadmaps	25%	
Phase 3: Capability Embedment & Initial Implementation Support (Months 13-20)	Final Roadmaps, Fully Populated Repositories, Benefits Framework, Training Programmes, Process Champions, Initial Implementation Support	35%	
Phase 4: Handover & Sustainability (Months 21-24)	Final Handover, Sustaining Model, Benefits Tracking, Project Closure	15%	
Total Contract Value		100%	

Resource Category	Hourly Rate (Excl. VAT)
Lead Enterprise Architect	
Business Architect	
Data Architect	
Application Architect	
Technology Architect	
Security Architect	
Lead BPM Specialist	
Senior Business Analyst	
Project Manager	
Change Management Specialist	
Training & Enablement Specialist	
Resource Subtotal	

SECTION 6

RETURNABLE DOCUMENTS

List of Returnable Documents

The Bidder must complete the following returnable documents:

The Bidder must complete the following returnable documents:	Completed (tick)
Form A1: SBD 1	
Form A2: Certificate of Authority for Signatory	
Form A3: Certificate of Authority for Joint Ventures (where applicable)	
Form A4: Declaration of Bidder's current status of any debt outstanding with SANRAL	
Form A5: Domestic Prominent Influential Persons (DPIP) OR Foreign Prominent Public Officials (FPPO)	
Form A6: Certificate of Fronting practices	
Form A7: Registration on National Treasury Central Supplier Database	
Form A8: Declaration of Bidder's Litigation History	
Form A9: Certificates of Tax Compliance	
Form A10: Schedule of Deviations or Qualifications by Bidder	
Form A11: SBD 4: Bidder's Disclosure	
Form A12: SBD 6.1: Bidder's BBBEE Verification certificate (Incorporated in SBD 6.1)	
Form A13: Protection of Personal Information (POPIA)	
Form A14: Certificate of Permission to Conduct Due Diligence Investigation	
Form A15: Declaration of Bidder's Past Supply Chain Management Practices	
Form A116: Registration with CIDB	
Form A17: Certificate of Single Tender Submission	
Form A18: Preference Points Claim Form in terms of the Preferential Procurement Regulations 2022 (SBD 6.1)	
Form B1.1: Company Experience & Track Record - Proven Experience in Complex Transformations	
Form B1.2: Company Experience & Track Record Sector-Specific Expertise and Sustainability	
Form B2.1: Proposed Team and Expertise	
Form B2.2: BPM & Business Analysis Team: BPM Leads and Business Analysts	
Form B2.3: Project & Change Leadership	
Form B2.1: Understanding of the Scope, Methodology, and Sustainability	
Form B3.2: Integrated EA/BPM Collaboration Methodology	
Form B3.3: Proposed Approach for Future State (To-Be) Design & Roadmap	

The Bidder must complete the following returnable documents:	Completed (tick)
Form B3.4: Project, Knowledge Transfer & Capability Building Plan	
Form B3.5: Value Addition	

CONTINUED VALIDITY OF RETURNABLE DOCUMENTS

The successful Respondent will be required to ensure the validity of all returnable documents, including but not limited to its valid proof of B-BBEE status emanating from this RFP.

FORM A2: CERTIFICATE OF AUTHORITY FOR SIGNATORY

Notes to Bidder:

- 1. The signatory for the Bidder shall confirm his/her authority thereto by attaching on the tendering company’s letterhead a duly signed and dated copy of the relevant resolution of the board of directors/partners. Submit a copy of the resolution on printed and bound hard copy and flash drive.
- 2. In the event that the Bidder is a joint venture, a certificate is required from each member of the joint venture clearly setting out:
 - authority for signatory,
 - undertaking to formally enter into a joint venture contract should an award be made to the joint venture,
- 3. The resolution below is given as an example of an acceptable format for authorisation, but submission of this page with the example completed shall not be accepted as authorisation of the Bidder’s signatory.
- 4. In the event that authorisation is for more than one project, then all projects shall be listed in the copy of the resolution of the Board of Directors/Partners.

By resolution of the board of directors/partners passed at a meeting held on

Mr/Ms.....whose signature appears below, has been duly authorised to sign all documents in connection with the tender for contract no. **NRA 2026/0555 -REQUEST FOR PROPOSAL(RFP) FOR THE APPOINTMENT OF A SERVICE PROVIDER FOR ENTERPRISE ARCHITECTURE DEVELOPMENT AND BUSINESS PROCESS MAPPING SERVICES** and any contract which may arise therefrom on behalf of *(enter name of Bidder in block capitals)*

SIGNED ON BEHALF OF THE COMPANY:

IN HIS/HER CAPACITY AS:

DATE:

SIGNATURE OF SIGNATORY:

WITNESSES.....

SIGNATURE

SIGNATURE

.....
NAME (print)

.....
NAME (print)

FORM A3: JOINT VENTURE AGREEMENT

Bidder Name	Contact Detail (Name, Cell phone, Email)	Share % in the JV
Total		100

Signed:.....Date:.....

Name:.....Position.....

Bidder:.....

FORM A4: DECLARATION OF BIDDER’S CURRENT STATUS OF ANY DEBT OUTSTANDING TO SANRAL

Notes to Bidder:

- 1. The signatory for the Bidder (as per Form A2.1) shall complete and sign this form declaring the current status of (any) debt outstanding to SANRAL.
- 2. In the event that the Bidder is a Joint Venture, a declaration is required from each member of the Joint Venture.

I, the undersigned, declare that:

- (i) the Bidder or any of its Directors/Members do not have any debt outstanding to SANRAL, other than what is listed below:

.....
.....
.....
.....

- (ii) the Bidder and/or any of its Directors/Members freely, voluntarily and without undue duress unconditionally authorises SANRAL to set off any debts agreed to which is due and payable by the Bidder or any of its Directors/Members in terms of this declaration against any moneys due to the Bidder or any of its Directors/Members.

- (iii) to the best of my knowledge the above information is true and accurate.

Signed and sworn before me at on the day of

..... 20.....

.....
SIGNATURE

The deponent having:

- 1. Acknowledged that he/she knows and understands the contents hereof;
- 2. Confirmed that he/she has not objection to the taking of the prescribed oath;
- 3. That he/she considered the prescribed oath as binding upon his/her conscience; and
- 4. The Regulations contained in the Government Gazette Notice R1258 of July 1972 and R 1648 of August 1977 having been complied with.

.....
COMMISSIONER OF OATHS

FORM A5: DOMESTIC PROMINENT INFLUENTIAL PERSONS (DPIP) OR FOREIGN PROMINENT PUBLIC OFFICIALS (FPPO)

Notes to Bidder:

1. In line with a policy on the management of Prominent Influential Persons (PIP's), the purpose of this declaration form is to ensure maintenance and monitoring of the business relationships with prominent, influential stakeholders who have domestic and/or foreign influence as far as the procurement under the management of the Employer is concerned. This is done to mitigate the Employer's perceived association, reputational, operational or legal risk, as it strives to foster and maintain fair and transparent business relations. (This policy is available on the Employer's website: www.nra.co.za)
2. It is compulsory that all prospective and existing Bidders conducting business with the Employer, who potentially meet the definition of DPIP's, FPPO's or FIN's, complete this form by supplying credible information as required and submit together with their tender document.
3. Bidders are required at the tender stage to declare any DPIP's, FPPO's or FIN's involved in their tenders, as part of their submission.
4. Further, that Bidders shall at the tender stage furnish the Employer of all information relating to namely, shareholders names, identity numbers and share certificates of the individual and/or transaction concerned using the form below, for verification purposes, including where applicable, confirmation as it relates to:
 - i. Knowledge of any offence within the meaning of Chapter 2, Section 12 and 13 of Prevention and Combating of Corrupt Practices Act No 4 of 2006; and/or
 - ii. Knowledge of any offence within the meaning of Chapter 3 of Prevention of Organised Crime Act No 121 of 1998 as it relates to any of the shareholders, directors, owners and/or individual link to the Bidder.
5. Bidders undertake that should it be discovered that the information provided in the table below is fraudulently or negligently misrepresented, then Chapter 9, Section 214 and 216 of Companies Act No 17 of 2008 shall apply to shareholders, directors, owners and/or individual link to the Bidder.
6. Should the Bidder fail to declare or supply the Employer with credible information in the prescribed form, the tender may be rendered invalid.
7. Should the Employer, in the process of conducting verification and investigation of information supplied by the Bidder find out that the information poses a reputational risk, the tender shall be rendered invalid.
8. The following definitions shall apply:
 - i. "Board" means the Board of Directors or the Accounting Authority of the Employer.
 - ii. "Business relationship" means the connection formed between the Employer and external stakeholders for commercial purposes.
 - iii. "DD" means Due Diligence.
 - iv. "Domestic Prominent Influential Person" means an individual who holds an influential position, including in an acting position for a period exceeding 6 (six) months, or has held at any time in the preceding 12 (twelve) months, in the Republic, as defined in the Financial Intelligence Centre Amendment Act No 1 of 2017.
 - v. "DPIP" means a Domestic Prominent Influential Person.
 - vi. "Family members and known close associates" means immediate family members and known close associates of a person in a foreign or domestic prominent position, as the case may be, as defined in the Financial Intelligence Centre Amendment Act No 1 of 2017.
 - vii. "Foreign Influential National" means an individual who is not a South African citizen or does not have a permanent residence permit issued in terms of the Immigration Act No 13 of 2002, who possesses personal power that induces another person to give consideration or to act on any basis other than the merits of the matter.
 - viii. "Foreign Prominent Public Official" means (as defined in the Financial Intelligence Centre Amendment Act No 1 of 2017) an individual who holds or has held at any time in the preceding 12 (twelve) months, in any foreign country a prominent public function.
 - ix. "FPPO" means a Foreign Prominent Public Official.
 - x. "Improper influence" means personal power that induces another person to give consideration or to act on any basis other than the merits of the matter.

- xi. "The Employer" means the South African National Roads Agency SOC Limited (SANRAL) with registration number 1998/009584/30.
- xii. "Senior Management" means the Executive Committee or its individual members.
9. A separate declaration is required from each DPIP, FPPO and FIN. In the event that the Bidder is a Joint Venture (JV), a separate declaration from each DPIP, FPPO and Fin from each of the Joint Venture (JV) members, is required.

Prominent Influential Persons (PIP's) Reporting Form

IDENTIFICATION PARTICULARS				
Primary Particulars	First Name	Surname	Middle Name	ID/Passport Number
Country Details	Country of Origin		Citizenship	Current Country of Residence
CURRENT STATUS AND BACKGROUND				
Current Occupation	Occupational Title		Status	
			Active	Non-active
Is the potential/business partner (mark with an "X" whichever is applicable):				
a DPIP	a FPPO	a FIN	Family member or Close Associate of a DPIP/FPPO/FIN?	
KNOWN BUSINESS INTERESTS				
No	Name of Entity	Role in Entity	Status	
1			Active	Non-active
2				
3				
4				
5				

MEDIA REPORTS / OTHER SOURCES OF INFORMATION
(Please reference all known negative or damaging media reports associated with the DPIP/FPPO/FIN)

Reporting Person/s:

Full names:		
Designation:		
Department:		
Head of Department:		
Head of Department's signature:	Date:	
Reporting Person's signature:	Date:	

DECLARATION / UNDERTAKING BY THE BIDDER

I, the undersigned,
declare that:

- i. the information furnished on this declaration form is true and correct.
- ii. I accept that, any action may be taken against me should this declaration prove to be false.

Signed:.....Date:.....
Name:.....Position.....
Bidder:.....

FORM A6: CERTIFICATE OF FRONTING PRACTICES

Fronting Practices

Window-dressing: This includes cases in which black people are appointed or introduced to an enterprise on the basis of tokenism and may be:

- Discouraged or inhibited from substantially participating in the core activities of an enterprise; and
- Discouraged or inhibited from substantially participating in the stated areas and/or levels of their participation;

Benefit Diversion: This includes initiatives implemented where the economic benefits received as a result of the B-BBEE Status of an enterprise do not flow to black people in the ratio as specified in the relevant legal documentation.

Opportunistic Intermediaries: This includes enterprises that have concluded agreements with other enterprises with a view to leveraging the opportunistic intermediary's favourable B-BBEE status in circumstances where the agreement involves:

- Significant limitations or restrictions upon the identity of the opportunistic intermediary's suppliers, Service Providers, clients or customers;
- The maintenance of their business operations in a context reasonably considered improbable having regard to resources; and
- Terms and conditions that are not negotiated at arms-length on a fair and reasonable basis.

Responsibility to Report Fronting

In order to effectively deal with the scourge of Fronting, verification agencies, and/or procurement officers and relevant decision makers are encouraged to obtain a signed declaration from the clients or entities that they verify or provide business opportunities to, which states that the client or entity understands and accepts that the verification agency, procurement officer or relevant decision maker may report Fronting practices to **the dtic**. Intentional misrepresentation by measured entities may constitute fraudulent practices, public officials and verification agencies are to report such cases to **the dtic**.

Fronting Indicators

• The black people identified by an enterprise as its shareholders, executives or management are unaware or uncertain of their role within an enterprise;
• The black people identified by an enterprise as its shareholders, executives or management have roles of responsibility that differ significantly from those of their non-black peers;
• The black people who serve in executive or management positions in an enterprise are paid significantly lower than the market norm, unless all executives or management of an enterprise are paid at a similar level;
• There is no significant indication of active participation by black people identified as top management at strategic decision making level;
• An enterprise only conducts peripheral functions and does not perform the core functions reasonably expected of other, similar, enterprises;
• An enterprise relies on a third-party to conduct most core functions normally conducted by enterprises similar to it;

•	An enterprise cannot operate independently without a third-party, because of contractual obligations or the lack of technical or operational competence;
•	The enterprise displays evidence of circumvention or attempted circumvention;
•	An enterprise buys goods or services at a significantly different rate than the market from a related person or shareholder;
•	An enterprise obtains loans, not linked to the good faith share purchases or enterprise development initiatives, from a related person at an excessive rate; and
•	An enterprise shares all premises and infrastructure with a related person, or with a shareholder with no B-BBEE status or a third-party operating in the same industry where the cost of such premises and infrastructure is disproportionate to market-related costs.

DECLARATION

I, the undersigned,
in submitting the accompanying tender on behalf of the Bidder do hereby make the following statements that I certify to be true and complete in every respect:

- 1. I have read and understand the contents of this certificate.
- 2. I accept that the Employer may report fronting practices to the Department of Trade, Industry and Competition and the B-BBEE Commissioner.
- 3. I accept that intentional misrepresentation by measured entities may constitute fraudulent practices that shall be reported to the Department of Trade and Industry and the B-BBEE Commissioner.

Signed:.....Date:.....

Name:.....Position.....

Bidder:.....

FORM A7: REGISTRATION ON NATIONAL TREASURY CENTRAL SUPPLIER DATABASE

The Bidder shall provide a copy supplier registration from the National Treasury Central Supplier Database (www.treasury.gov.za). Bidders who are not registered on the Central Supplier Database at tender closure will be declared non-responsive. In the case of a Joint Venture a printed copy supplier registration from must be provided for each member of the Joint Venture.

Name of Service Provider:

Central Supplier Database Supplier Number:

Supplier Commodity:

Delivery Location:

Signed:.....Date:.....
Name:.....Position.....
Bidder:.....

FORM A8: DECLARATION OF BIDDER’S LITIGATION HISTORY

Notes to Bidder:

The Bidder shall list below details of any litigation with which the Bidder (including its directors, shareholders or other senior members in previous companies) has been involved with any organ of state or state department within the last ten years. The details must include the year, the litigating parties, the subject matter of the dispute, the value of any award or estimated award if the litigation is current and in whose favour the award, if any, was made.

CLIENT	OTHER LITIGATING PARTY	DISPUTE	AWARD VALUE	DATE RESOLVED

Signed:.....Date:.....
Name:.....Position.....
Bidder:.....

FORM A9: CERTIFICATES OF TAX COMPLIANCE

The Bidder shall complete the declaration below.

I, (name)
the undersigned in my capacity as (position)
on behalf of (name of company)
herewith grant consent that SARS may disclose to the South African National Roads Agency SOC
Limited (SANRAL) our tax compliance status.

For this purpose our unique security personal identification number (PIN) is

In the event of a joint venture each member shall comply with the above requirements.

Signed:.....Date:.....
Name:.....Position.....
Bidder:.....

FORM A10: SCHEDULE OF DEVIATIONS OR QUALIFICATIONS BY BIDDER

PAGE	DESCRIPTION

Signed:.....Date:.....
Name:.....Position.....
Bidder:.....

FORM A11: BIDDER'S DISCLOSURE (SBD4)**Notes to Bidder:**

i. Definitions:

a. "State" means:

- any National or Provincial Department, National or Provincial Public Entity or Constitutional Institution within the meaning of the Public Finance Management Act, 1999 (Act No 1 of 1999);
- any Municipality of Municipal Entity;
- Provincial Legislature;
- National Assembly or the National Council of Provinces; or
- Parliament.

b. "Shareholder" means a person who owns shares in the company and is actively involved in the management of the enterprise or business and exercises control over the enterprise.

ii. In the case of a joint venture (JV), a separate declaration form is to be completed and submitted by each JV member.

iii. If the Form is omitted or blank; or if the Bidder found to have failed to declare conflict or declare false information, The tender will be declared non-responsive and should it be discovered after the award of a contract, contract maybe terminated, and Bidder will be ultimately restricted from doing business with the State.

1. PURPOSE OF THE FORM

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the Bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

2. Bidder's declaration**2.1** Is the Bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest¹ in the enterprise, employed by the state?**YES/NO****2.1.1** If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

2.2 Do you, or any person connected with the Bidder, have a relationship with any person who is employed by the procuring institution?

.....YES/NO

2.2.1 If so, furnish particulars:

.....
.....

2.3 Does the Bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract?

.....YES/NO

1. If so, furnish particulars:

.....
.....

3. **DECLARATION**

I, the undersigned, (name)..... in submitting the accompanying bid, do hereby make the following statements that I certify to be true and complete in every respect:

- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 The Bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the Bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements or arrangements made by the Bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the Bidder was not involved in the drafting of the specifications or terms of reference for this bid.
- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE

.....	
Signature	Date
.....	
Position	Name of bidder

1 Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill, and knowledge in an activity for the execution of a contract.

FORM A12: TENDERER'S B-BBEE VERIFICATION CERTIFICATE (INCORPORATING SBD 6.1)

Notes to Bidder:

1. A tenderers' scorecard shall be a B-BBEE Verification Certificate issued in accordance with:
 - The Amended Generic Codes of Good Practice issued in terms of government gazette No. 42496, issued on 31 May 2019.
 - i) The scorecard shall be submitted as a certificate attached to Returnable Schedule Form A14; and
 - ii) The certificate shall:
 - Be valid at the closing date;
 - Have been issued by a verification agency accredited by the South African National Accreditation System (SANAS);
 - Be in the form of a sworn affidavit (accompanied by an audited financial statement or Management Account on the latest financial year) or a certificate issued by the Companies and Intellectual Property Commission in the case of an Exempted Micro Enterprise (EME); and
 - Have a date of issue less than 12 (twelve) months prior to the tender closing date (see Tender Data 4.15); and
 - iii) A valid BBBEE Certificates shall contain:
 - Name of enterprise as per enterprise registration documents issued by CIPC, and enterprise business address.
 - Value-Added Tax number, where applicable.
 - The B-BBEE Scorecard against which the certificate is issued, indicating all elements and scores achieved for each element. The actual score achieved must be linked to the total points as per the relevant Codes.
 - B-BBEE status with corresponding procurement recognition level.
 - The relevant Codes used to issue the B-BBEE verification certificate.
 - Have a date of issue and expiry (e.g. 9 June 2018 to 8 June 2019). Where a measured entity was subjected to a re-verification process, due to material change, the B-BBEE Verification Certificate must reflect the initial date of issue, date of re-issue and the initial date of expiry. Re-verification does not extend the lifespan of the B-BBEE Verification Certificate.
 - Financial period which was used to issue the B-BBEE Verification Certificate
 - iv) A valid Sworn Affidavit must contain the following:
 - Name/s of deponent as they appear in the identity document and the identity number.
 - Designation of the deponent as either the director, owner or member must be indicated in order to know that person is duly authorised to depose of an affidavit.
 - Name of enterprise as per enterprise registration documents issued by the CIPC, where applicable, and enterprise business address.
 - Percentage black ownership, black female ownership and whether they fall within a designated group.
 - Indicate total revenue for the year under review and whether it is based on audited financial statements or management accounts.
 - Financial year-end (must be in the format dd/mm/yyyy) as per the enterprise's registration documents, which was used to determine the total revenue.
 - B-BBEE status level. An enterprise can only have one status level.
 - Date deponent signed and date of Commissioner of Oath must be the same.
 - Commissioner of Oath cannot be an employee or ex officio of the enterprise because, a person cannot by law, commission a sworn affidavit in which they have an interest.
 - v) In an event of an un-incorporated Joint Venture (JV), a valid project specific (must contain SANRAL project name and number) consolidated B-BBEE Verification Certificate in the name of the JV shall be submitted.

A notated affidavit is given below. this indicates critical information that is required., as well as formats and conventions that must be adhered to.

Please use appropriate affidavit linked to your Sector code; where applicable.

SWORN AFFIDAVIT – B-BBEE EXEMPTED MICRO ENTERPRISE - GENERAL

I, the undersigned,

Full name & Surname	
Identity number	

Hereby declare under oath as follows:

1. The contents of this statement are to the best of my knowledge a true reflection of the facts.
2. I am a Member / Director / Owner (**Select one**) of the following enterprise and am duly authorised to act on its behalf:

Select one of the designations

Enterprise Name:	
Trading Name (If Applicable):	
Registration Number:	
Vat Number (If applicable)	
Enterprise Physical Address:	
Type of Entity (CC, (Pty) Ltd, Sole Prop etc.):	
Nature of Business:	
Definition of "Black People"	As per the Broad-Based Black Economic Empowerment Act 53 of 2003 as Amended by Act No 46 of 2013 "Black People" is a generic term which means Africans, Coloureds and Indians – (a) who are citizens of the Republic of South Africa by birth or descent; or (b) who became citizens of the Republic of South Africa by naturalisation- i. before 27 April 1994; or ii. on or after 27 April 1994 and who would have been entitled to acquire citizenship by naturalization prior to that date;"
Definition of "Black Designated Groups"	"Black Designated Groups means: (a) unemployed black people not attending and not required by law to attend an educational institution and not awaiting admission to an educational institution; (b) Black people who are youth as defined in the National Youth Commission Act of 1996; (c) Black people who are persons with disabilities as defined in the Code of Good Practice on employment of people with disabilities issued under the Employment Equity Act; (d) Black people living in rural and under developed areas; (e) Black military veterans who qualifies to be called a military veteran in terms of the Military Veterans Act 18 of 2011;"

3. I hereby declare under Oath that:

- The Enterprise is % Black Owned using the flow-through principle as per Amended Code Series 100 of the Amended Codes of Good Practice issued under section 9 (1) of B-BBEE Act No 53 of 2003 as Amended by Act No 46 of 2013,
- The Enterprise is % Black Female Owned as per Amended Code Series 100 of the Amended Codes of Good Practice issued under section 9 (1) of B-BBEE Act No 53 of 2003 as Amended by Act No 46 of 2013,
- The Enterprise is % Black Designated Group Owned as per Amended Code Series 100 of the Amended Codes of Good Practice issued under section 9 (1) of B-BBEE Act No 53 of 2003 as Amended by Act No 46 of 2013,
- Black Designated Group Owned % Breakdown as per the definition stated above:

- Black Youth % = %
- Black Disabled % = %
- Black Unemployed % = %
- Black People living in Rural areas % = %
- Black Military Veterans % = %

- Based on the Audited Financial Statements/Financial Statements and other information available on the latest financial year-end of (DD/MM/YYYY), the annual Total Revenue was R10,000,000.00 (Ten Million Rands) or less
- Please Confirm on the below table the B-BBEE Level Contributor, by ticking the applicable box.

100% Black Owned	Level One (135% B-BBEE procurement recognition level)	
At least 51% Black Owned	Level Two (125% B-BBEE procurement recognition level)	
Less than 51% Black Owned	Level Four (100% B-BBEE procurement recognition level)	

4. I know and understand the contents of this affidavit and I have no objection to take the prescribed oath and consider the oath binding on my conscience and on the Owners of the Enterprise which I represent in this matter.
5. The sworn affidavit will be valid for a period of 12 months from the date signed by commissioner.

Deponent Signature:

Date :

Commissioner of Oaths
Signature & stamp
Date:

Indicate %

Take note of date format. Any other format will render your tender as non-responsive!

These dates must be the same. Different dates will render your tender as non-responsive!

FORM A13: PROTECTION OF PERSONAL INFORMATION

1. The following terms shall bear the same meaning as contemplated in Section 1 of the Protection of Person information act, No.4 of 2013 ("POPIA"): consent; data subject; electronic communication; information officer; operator; person; personal information; processing; record; Regulator; responsible party; special information; as well as any terms derived from these terms.
2. SANRAL will process all information by the Respondent in terms of the requirements contemplated in Section 4(1) of the POPIA: Accountability; Processing limitation; Purpose specification; Further processing limitation; Information quality; Openness; Security safeguards and Data subject participation.
3. The Parties acknowledge and agree that, in relation to personal information that will be processed pursuant to this RFP, the Responsible party is "SANRAL" and the Data subject is the "Respondent". SANRAL will process personal information only with the knowledge and authorisation of the Respondent and will treat personal information which comes to its knowledge as confidential and will not disclose it, unless so required by law or subject to the exceptions contained in the POPIA.
4. SANRAL reserves all the rights afforded to it by the POPIA in the processing of any of its information as contained in this RFP and the Respondent is required to comply with all prescripts as detailed in the POPIA relating to all information concerning SANRAL.
5. In responding to this bid, SANRAL acknowledges that it will obtain and have access to personal information of the Respondent. SANRAL agrees that it shall only process the information disclosed by Respondent in their response to this bid for the purpose of evaluating and subsequent award of business and in accordance with any applicable law.
6. SANRAL further agrees that in submitting any information or documentation requested in this RFP, the Respondent is consenting to the further processing of their personal information for the purpose of, but not limited to, risk assessment, assurances, contract award, contract management, auditing, legal opinions/litigations, investigations (if applicable), document storage for the legislatively required period, destruction, de-identification and publishing of personal information by SANRAL and/or its authorised appointed third parties.
7. Furthermore, SANRAL will not otherwise modify, amend or alter any personal data submitted by the Respondent or disclose or permit the disclosure of any personal data to any third party without the prior written consent from the Respondent. Similarly, SANRAL requires the Respondent to process any personal information disclosed by SANRAL in the bidding process in the same manner.
8. SANRAL shall, at all times, ensure compliance with any applicable laws put in place and maintain sufficient measures, policies and systems to manage and secure against all forms of risks to any information that may be shared or accessed pursuant to this RFP (physically, through a computer or any other form of electronic communication).
9. SANRAL shall notify the Respondent in writing of any unauthorised access to information, cybercrimes or suspected cybercrimes, in its knowledge and report such crimes or suspected crimes to the relevant authorities in accordance with applicable laws, after becoming aware of such crimes or suspected crime. The Respondent must take all necessary remedial steps to mitigate the extent of the loss or compromise of personal information and to restore the integrity of the affected personal information as quickly as is possible.
10. The Respondent may, in writing, request SANRAL to confirm and/or make available any personal information in its possession in relation to the Respondent and if such personal information has been accessed by third parties and the identity thereof in terms of the POPIA. The Respondent may further request that SANRAL correct (excluding critical/mandatory or evaluation information), delete, destroy, withdraw consent or object to the processing of any personal information relating to the Respondent in SANRAL's possession in terms of the provision of the POPIA and utilizing Form 2 of the POPIA Regulations.
11. In submitting any information or documentation requested in this RFP, the Respondent is hereby consenting to the processing of their personal information for the purpose of this RFP and further confirming that they are aware of their rights in terms of Section 5 of POPIA

Respondents are required to provide consent below:

YES		NO	
-----	--	----	--

- 12. Further, the Respondent declares that they have obtained all consents pertaining to other data subject's personal information included in its submission and thereby indemnifying SANRAL against any civil or criminal action, administrative fines or other penalty or loss that may arise as a result of the processing of any personal information that the Respondent submitted.
- 13. The Respondent declares that the personal information submitted for the purpose of this RFP is complete, accurate, not misleading, is up to date and may be updated where applicable.

Signature of Respondent's authorised representative: _____

Should a Respondent have any complaints or objections to processing of its personal information, by SANRAL, the Respondent can submit a complaint to the Information Regulator on <https://www.justice.gov.za/infoereg/>, click on contact us, click on complaints.IR@justice.gov.za

Signed:.....Date:.....
Name:.....Position.....
Bidder:.....

FORM A14: CERTIFICATE OF PERMISSION TO CONDUCT DUE DILIGENCE INVESTIGATION

Notes to tenderer

- 1. The tenderer shall complete the declaration below.
- 2. In the event of a Joint Venture (JV), each member of the JV shall comply with the above requirements.

I, (name), the undersigned in my capacity as (position), on behalf of (name of company), herewith grant consent that SANRAL or any of their appointed Service Providers may conduct a due diligence investigation on (name of company) to evaluate our ability to perform the contract as stipulated in the Standard Conditions of Tender, Clause C.3.13(b).

In addition, any information in this regard requested by SANRAL or any of their appointed Service Providers, shall be submitted within the timelines of the request.

Signed:.....Date:.....
Name:.....Position.....
Bidder:.....

FORM A15: DECLARATION OF BIDDER'S PAST SUPPLY CHAIN MANAGEMENT PRACTICES

Notes to Bidder:

1. This declaration:
 - a. must form part of all tenders submitted.
 - b. in the case of a joint venture (JV), must be completed and submitted by each member of the JV
2. This form serves as a declaration to be used by institutions in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse and/or misused the State's procurement of the supply chain management system.
3. The tender of any Bidder may be disregarded if that Bidder or any of its directors have –
 - a. abused and/or misused the State's procurement and/or supply chain management system;
 - b. committed fraud, corruption, or any other improper conduct in relation to such State system; and/or
 - c. has been charged with fraud, corruption or any other improper conduct whether of a criminal or civil nature during the course and scope of rendering services to the state or any other party and/or entity; or
 - e. failed to perform on any previous contract [with the State].
4. In order to give effect to the above, the following questionnaire must be completed and submitted with this tender.

4.1	Is the Bidder or any of its directors listed on the National Treasury's Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector? Companies or persons who are listed on this Database were informed in writing of this restriction by the Accounting Officer/ Authority of the institution that imposed the restriction after the <i>audi alteram partem</i> rule was applied. The Database of Restricted Suppliers now resides on the National Treasury website (www.treasury.gov.za) and can be accessed by clicking on its link at the bottom of the home page.	Yes "	No "
4.1.1	If Yes, furnish particulars:		
4.2	Is the Bidder or any of its directors listed on the Register for Tender Defaulters in terms of Section 29 of the Prevention and Combatting of Corrupt Activities Act (No. 12 of 2004)? The Register for Tender Defaulters can be accessed on the National Treasury website ((www.treasury.gov.za) by clicking on its link at the bottom of the home page.	Yes "	No "
4.2.1	If Yes, furnish particulars:		
4.3	Was the Bidder or any of its directors convicted by a court of law (including a court outside the Republic of South Africa) for fraud or corruption during the past five years?	Yes "	No "
4.3.1	If Yes, furnish particulars:		
4.4	Was any contract between the Bidder and any organ of State terminated during the past five years on account of failure to perform on or comply with the contract?	Yes "	No "
4.4.1	If Yes, furnish particulars:		

CERTIFICATION

I, the undersigned,
certify that the information furnished on this declaration form is true and correct.

I accept that, in addition to cancellation of a contract, action may be taken against me should this
declaration prove to be false.

Signature:

Name:

Position:

Date:

Name of Bidder:

FORM A16: REGISTRATION WITH CIDB

The tenderer shall provide a pdf copy of the Active Contractor's Listing off the CIDB website www.cidb.org.za. Tenderers whose CIDB registration expires within 21 days after close of tender shall attach proof of their application for re-registration (refer to tender data clause C.2.1.1). In the case of a Joint Venture, a pdf copy of the Active Contractor's Listing must be provided for each member of the Joint Venture.

Complete the following details of his registration with the Construction Industry Development Board.

Name of Contractor:

Contractor Grading Designation:

CIDB Contractor Registration Number:

Registration expiry date:

In the case of a Joint Venture, Lead Bidder must hold not less than 51% share in the JV.

	CIDB Grading	JV Shareholding %
Lead Bidder:		

FORM A17: CERTIFICATE OF SINGLE TENDER SUBMISSION

Notes to tenderer:

- 1. This certificate serves as a declaration by the tenderer that a single tender was submitted.
- 2. In the case of a Joint Venture (JV), a separate certificate is to be completed and submitted by each JV member.

DECLARATION

I, the undersigned, in submitting the accompanying tender on behalf of the tenderer do hereby make the following statements that I certify to be true and complete in every respect:

- 1. I have read and understand the notes to, and the contents of, this certificate.
- 2. I understand that the accompanying tender and any other tender shall be disqualified in the event that I, including a Joint Venture partner participate in more than 1 (one) tender.

Signed:.....Date:.....
Name:.....Position.....
Bidder:.....

FORM A12. PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022 (SBD 6.1)

This preference form must form part of all tenders invited. It contains general information and serves as a claim form for preference points for specific goals.

NB: BEFORE COMPLETING THIS FORM, BIDDERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE TENDER AND PREFERENTIAL PROCUREMENT REGULATIONS, 2022

1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to invitations to tender:

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
- the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included); and

1.2 To be completed by the organ of state

- a. The applicable preference point system for this tender is the 90/10 preference point system.
- b. The applicable preference point system for this tender is the 80/20 preference point system.
- c. Either the 90/10 or 80/20 preference point system will be applicable in this tender. The lowest/ highest acceptable tender will be used to determine the accurate system once tenders are received.

1.3 Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:

- a. Price; and
- b. B-BBEE Status Level of Contribution.

1.4 To be completed by the organ of state:

The maximum points for this tender are allocated as follows:

	POINTS
PRICE (COMMERCIAL OFFER)	
SPECIFIC GOALS	
Total points for Price (Commercial Offer) and Specific Goals	100

1.5 Failure on the part of a Bidder to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.

1.6 The organ of state reserves the right to require of a Bidder, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

2. **DEFINITIONS**

- a. **“tender”** means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- b. **“price”** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- c. **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- d. **“tender for income-generating contracts”** means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- e. **“the Act”** means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. **FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES**

3.1 **POINTS AWARDED FOR PRICE**

3.1.1 **THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS**

A maximum of 80 or 90 points is allocated for price on the following basis:

80/20	or	90/10
$P_s = 80 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right)$	or	$P_s = 90 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right)$

Where

- Ps = Points scored for price of tender under consideration
- Pt = Price of tender under consideration
- Pmin = Price of lowest acceptable tender

4. **POINTS AWARDED FOR SPECIFIC GOALS**

4.1 In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this

tender the Bidder will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:

4.2 In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—

- a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
- b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system, then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system

Table 1: Specific goals for the tender and points claimed are indicated per the table below.

<i>The specific goals allocated points in terms of this tender</i>	<i>Criteria</i>	<i>Number of points allocated (90/10 system)</i>	<i>Number of points claimed (80/20 system) (To be completed by the Bidder)</i>
<i>B-BBEE level scorecard of the tendering entity.</i>	<i>B-BBEE Level 1</i>	10.00	20.00
	<i>B-BBEE Level 2</i>	9.00	18.00
	<i>B-BBEE Level 3</i>	6.00	14.00
	<i>B-BBEE Level 4</i>	5.00	12.00
	<i>B-BBEE Level 5</i>	4.00	8.00
	<i>B-BBEE Level 6</i>	3.00	6.00
	<i>B-BBEE Level 7</i>	2.00	4.00
	<i>B-BBEE Level 8</i>	1.00	2.00
	<i>Non-compliant contributor</i>	0.00	0.00

Notes to Bidders: The Bidder must indicate how they claim points for each preference point system.

DECLARATION WITH REGARD TO COMPANY/FIRM

4.3 Name of company/firm.....

4.4 Company registration number:

4.5 TYPE OF COMPANY/ FIRM

- ☐ Partnership/Joint Venture / Consortium
- ☐ One-person business/sole propriety
- ☐ Close corporation
- ☐ Public Company
- ☐ Personal Liability Company
- ☐ (Pty) Limited
- ☐ Non-Profit Company
- ☐ State Owned Company

[TICK APPLICABLE BOX]

4.6 I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

- i. The information furnished is true and correct;
- ii. The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii. In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv. If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
 - a) disqualify the person from the tendering process;
 - b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;

- d) recommend that the Bidder or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the audi alteram partem (hear the other side) rule has been applied; and
- e) forward the matter for criminal prosecution, if deemed necessary.

.....

SIGNATURE(S) OF TENDERER(S)

SURNAME AND NAME:

.....

DATE:

.....

ADDRESS:

.....

.....

.....

FORM B1. DEMONSTRATE PROVEN EXPERIENCE IN DELIVERING ENTERPRISE ARCHITECTURE (EA) AND BUSINESS PROCESS MANAGEMENT (BPM) TRANSFORMATION INITIATIVES OF SIMILAR SIZE AND COMPLEXITY.

Notes to Bidder:

- The bidder must submit the following evidence:
- A Client Reference Letter confirming satisfactory completion of the project, and/or
 - An Appointment Letter, Purchase Order or Signed Contract confirming the bidder's appointment, and
 - A project summary clearly indicating:
 - Client name;
 - Project title;
 - Enterprise Architecture and/or Business Process Management services delivered;
 - Project scope;
 - Contract value;
 - Project duration (start and completion dates);
 - Contactable client representative (name, designation, email address and telephone number).

Previous client name	Project title	Enterprise Architecture and/or Business Process Management services delivered	Project scope	Contract value	Project duration and completion dates);	Contactable client representative (name, designation, email address and telephone number).

FORM B2.1: PROPOSED TEAM AND EXPERTISE: ENTERPRISE ARCHITECTURE TEAM: ENTERPRISE ARCHITECT AND DOMAIN LEADS

Notes to Bidder:

- Attach a copy of Detailed CVs of the Lead Enterprise Architect
- Attach copies of valid professional certifications

Name	Position

Key resource experience

Resource Name and Surname	Proposed Role	Architecture Domain	Total Years of Relevant Years Experience

Comments: _____

FORM B2.2: PROPOSED TEAM AND EXPERTISE

Notes to Bidder:

- Attach a copy of Curriculum Vitae of the *Business Architect*
- Attach copies of valid professional certifications

Name	Position

Key resource experience

Resource Name and Surname	Proposed Role	Architecture Domain	Total Years of Relevant Experience

Comments: _____

FORM B2.3: PROPOSED TEAM AND EXPERTISE

Notes to Bidder:

- Attach a copy of Curriculum Vitae of the *Data Architect*
- Attach copies of valid professional certifications

Name	Position

Key resource experience

Resource Surname	Name and	Proposed Role	Architecture Domain	Total Years of Experience	Relevant Years

Comments: _____

FORM B2.4: PROPOSED TEAM AND EXPERTISE

Notes to Bidder:

- Attach a copy of Curriculum Vitae of the *Application Architect*
- Attach copies of valid professional certifications

Name	Position

Key resource experience

Resource Name and Surname	Proposed Role	Architecture Domain	Total Years of Relevant Experience

Comments: _____

FORM B2.5: PROPOSED TEAM AND EXPERTISE

Notes to Bidder:

- Attach a copy of Curriculum Vitae of the *Technology Architect*
- Attach copies of valid professional certifications

Name	Position

Key resource experience

Resource Name and Surname	Proposed Role	Architecture Domain	Total Years of Relevant Experience

Comments: _____

FORM B2.6: PROPOSED TEAM AND EXPERTISE

Notes to Bidder:

- Attach a copy of Curriculum Vitae of the *Security Architect*
- Attach copies of valid professional certifications

Name	Position

Key resource experience

Resource Name and Surname	Proposed Role	Architecture Domain	Total Years of Relevant Experience

Comments: _____

FORM B3.1: BUSINESS PROCESS MANAGEMENT (BPM) AND BUSINESS ANALYSIS TEAM

Notes to Bidder:

- Attach a copy of Curriculum Vitae of the *BPM Lead*
- Attach copies of valid BPM and Business Analysis certifications

Name	Position

Key resource experience

Resource Name and Surname	Proposed Role	Total Years of Relevant Experience	Relevant Certification(s); Professional

Comments: _____

FORM B3.1: BUSINESS PROCESS MANAGEMENT (BPM) AND BUSINESS ANALYSIS TEAM

Notes to Bidder:

- Attach a copy of Curriculum Vitae of the *Senior Business Analyst*
- Attach copies of valid BPM and Business Analysis certifications

Name	Position

Key resource experience

Resource Name and Surname	Proposed Role	Total Years of Relevant Experience	Relevant Certification(s); Professional

Comments: _____

FORM B3.3: BUSINESS PROCESS MANAGEMENT (BPM) AND BUSINESS ANALYSIS TEAM

Notes to Bidder:

- Attach a copy of Curriculum Vitae of the *Business Analyst*
- Attach copies of valid BPM and Business Analysis certifications

Name	Position

Key resource experience

Resource Name and Surname	Proposed Role	Total Years of Relevant Experience	Relevant Certification(s); Professional

Comments: _____

FORM B4: PROJECT & CHANGE LEADERSHIP

Notes to Bidder:

- Attach a copy of Curriculum Vitae of the *Project Manager*
- *Attach copies of valid Project Management certifications and Change Management where applicable*

Name	Position

Key resource experience

Resource Name and Surname	Proposed Role	Total Years of Relevant Years Experience	Professional Qualifications	Project Management Certification(s);

Comments: _____

FORM B5: DEMONSTRATION OF PROJECT DELIVERY APPROACH

