



**REQUEST FOR QUOTATION**

**DEVELOPMENT OF AN ICT OPERATING MODEL AND RESOURCING STRATEGY**

**1 INTRODUCTION**

The Passenger Rail Agency of South Africa (PRASA) is in the process of re-establishing its services and reinforcing its position as a key player in South Africa's mobility sector. To support this strategic objective, PRASA seeks to develop a robust ICT Shared Services Operating Model and Resourcing Strategy. The purpose of the RFQ is to invite qualified and experienced vendors to submit quotations for the development of these critical components.

**2 BACKGROUND**

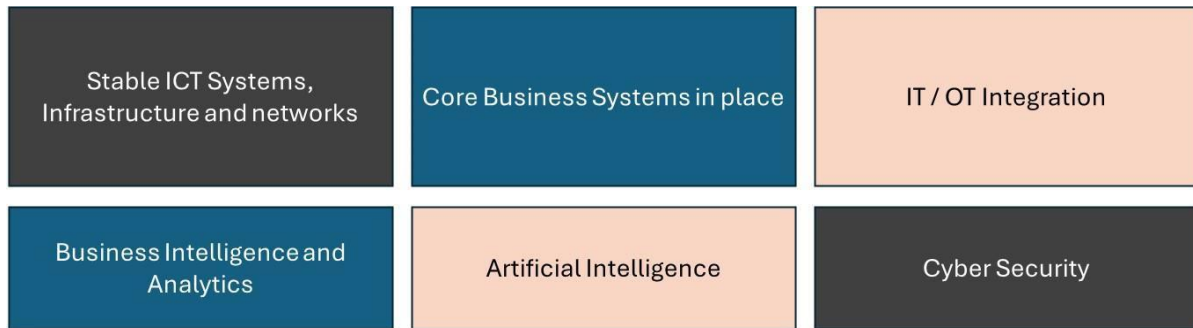
PRASA aims to enhance its service offerings through technological advancements, improved infrastructure, and a customer-centric approach. The ICT Shared Services Operating Model and Resourcing Strategy are pivotal in ensuring that PRASA has the right capabilities, both in-house and through strategic partnerships, to achieve its strategic goals.

PRASA ICT's strategic objectives over the next 3 years are to stabilise the current ICT Operations, build internal and able capacity supported by strategic partners and ultimately expand a standardised and improved ICT service offering to the wide PRASA business community nationwide. The high level flight to achieve this is shown below:



PRASA's Functional Area strategic objective for ICT is to “*Modernise Information Systems*”. PRASA ICT embarked on a digital transformation programme to enable a SMART organisation by implementing modern ICT solutions that focus on our core business and customer journeys. The first three years were focused on stabilising the environment through the provision of basic ICT services such as working tools, uninterrupted connection remotely and in a controlled environment, etc. The second phase relates to rebuilding capacity, and the entity will build mature ICT capabilities with a specific focus on customer and core activities through internal capacity augmented by specialist partners. These will include a modern ticketing system, a contact centre and various internal facing systems.

The diagram below shows ICT’s key building blocks that will form part of its strategic focus over the next six years.



*Building blocks of ICT Architecture*

In addition to the deliverables listed above, ICT will address human resources requirements for the Shared Service Centre of ICT in the following areas:

- Organisational structures;
- Job descriptions;
- Standardised job levels;
- Existing employee skills assessments;
- Recruitment for key positions; and
- Training plans.

The ICT Operating Model and Strategy will be a key guide for PRASA ICT to ensure that all ICT interventions are aligned to and seek to deliver on the above strategic goals.

### **3 OBJECTIVES**

The primary objectives of this RFQ are to:

- Develop an ICT Shared Services Operating Model that supports PRASA’s strategic goals.

- Define a comprehensive resourcing strategy, including in-house capabilities and capabilities provided by partners.
- Establish an ICT structure with substantiated roles, including job descriptions (JDs) and the required capacity/numbers.
- Conduct a skill assessment of existing staff against the defined roles and JDs.
- Develop a development and placement plan for existing employees to ensure they meet the new requirements

#### **4 SCOPE OF WORK**

The scope of work includes, but is not limited to:

- **ICT Shared Services Business Architecture and Operating Model Development**
  - Define the ICT Shared Services Operating Model, outlining key functions, processes, and governance structures.
  - Identify and document the necessary in-house capabilities and capabilities provided by partners.
- **Resourcing Strategy Definition**
  - Develop a comprehensive resourcing strategy, including in-house resources and partner-provided capabilities.
  - Define the roles and responsibilities for each capability area.
- **ICT Structure and Job Descriptions**
  - Establish a detailed ICT structure, including all required roles.
  - Develop job descriptions (JDs) for each role, detailing responsibilities, required skills, and experience.
  - Determine the required capacity/numbers for each role.
- **Skill Assessment and Development Plan**
  - Conduct a skill assessment of existing staff against the new roles and JDs.
  - Develop a development and placement plan to bridge skill gaps and ensure staff alignment with new requirements.
  - Provide recommendations for training and development programs.

#### **5 DELIVERABLES**

The successful vendor will be expected to deliver the following: -

- Comprehensive ICT Shared Services Business Architecture and Operating Model document.
- Detailed resourcing strategy, including in-house and partner-provided capabilities.
- ICT structure with substantiated roles and job descriptions.

## 6 SUPPLIERS BRIEFING

- No briefing session.

## 7 EVALUATION PROCESS

Interested bidders for this project shall be evaluated in terms for their administrative responsiveness, substantive responsiveness, technical/functional (capacity testing) evaluation and preference points. The evaluation committee shall use the following Evaluation Criteria depicted in table below for the selection of the preferred bidder that shall render / deliver the required works, goods and / or services.

<b>EVALUATION PROCESS</b>	
<b>Stage 1A - Mandatory Compliance</b>	Substantive responsiveness (mandatory)
<b>Stage 1B - Basic Compliance</b>	Administrative Responsiveness
<b>Stage 1C - Technical Compliance</b>	Mandatory Technical Compliance
<b>Stage 2</b>	
Technical/Functional Criteria	Testing of capacity – meet minimum threshold of 70%.
<b>Stage 3</b>	
<b>Preference Points</b>	
Price	80
Specific Goals	20
<b>TOTAL</b>	<b>100</b>

*Evaluation criteria for the selection of a potential bidder*

### 6.1 STAGE 1 - Mandatory and Basic Compliance Requirements (Substantive and Administrative Responsiveness)

#### 6.1.1 Stage 1A - Mandatory Compliance Requirements (Substantive Responsiveness)

If a supplier / bidder does not submit the following documents the Proposal will be disqualified automatically:

No.	Description of requirement	Compliant
a)	Completion of ALL RFP documentation (includes ALL declarations, ALL Standard Bidding Documents (SBD) and Commissioner of Oath signatures required)	
b)	Signed Joint Venture, Sub Contract, Consortium Agreement or Partnering Agreement ( <i>whichever is applicable</i> )	

### 6.1.2 Stage 1B - Basic Compliance Requirements (Administrative Responsiveness)

If you do not submit the following basic compliance documents your bid may be disqualified and these documents must be made available within a specified period should an award be made: e.g 7 days

No.	Description of requirement	Compliant
a)	Signed Joint Venture, Sub Contract, Consortium Agreement or Partnering Agreement ( <i>whichever is applicable</i> )	
b)	Original or certified B-BBEE certificate issued by SANAS (Certificates issued by IRBA and Accounting Officers have been discontinued, however valid certificates already issued before 1 January 2017 may be used until they phase out completely by December 2017) Bidder to include Affidavit for QSEs and EMEs.  In cases of JVs or consortiums, a combined B-BBEE certificate in the name of the JV/Consortium must be submitted	
c)	CSD supplier registration number ( <i>should a bidder not registered on CSD, the bidder will be afforded 14 days after the closing date to register accordingly</i> )	
d)	A valid and Original Tax Clearance Certificate (valid as at the closing date of this RFP) Or supply SARS Pin	
e)	Company registration documents	

No.	Description of requirement	Compliant
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f)	Copies of Directors' ID documents	
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### 6.1.3 Stage 1C – Mandatory Technical Compliance Requirements

If bidder does not submit or meet the following technical mandatory compliance requirements, the bidder will be disqualified automatically.

No.	Description of requirement	Compliant
a)	Bidders are required to submit qualifications for Human Capital Lead Consultant and the Lead Business Architecture and Operating Model Consultant	
b)	Bidders are required to submit a consent letter / form signed by the resource whose CV is being submitted. The consent letter must be dated not older than 60 days from the publication date of the RFQ (sample consent letter provided – Annexure B). <b>The CV will not be considered if the signed consent letter is not submitted</b>	
c)	The bidder must provide <b>3 verifiable references</b> for provision of Business Architecture Design and ICT Operating Model Development as per the attached template – Annexure C, accompanied with the client reference letter, on the clients' letter head.	

### STAGE 2 - Technical / Functionality Requirements

Qualifying bidders shall be evaluated on technicality / functionality after meeting all compliance requirements outlined above. The minimum threshold for the technical/functionality requirements is 70%. Bidders who score below the minimum requirement shall not be considered for further evaluation in **stage 3**.

ITEM	CRITERIA	WEIGHT
1	Company Experience	30
2	Expertise	40
3	Project Implementation Methodology	30
	<b>TOTAL</b>	<b>100</b>

Details of the scoring methodology presented above are outlined below:

(Points are allocated/calculated out of 5).

Points will be allocated for the following Criteria	Experience Evidence required (This must not be ambiguous)	Maximum Score / Weight
<b>Company Experience</b>		<b>30</b>
<b>Similar projects Completed – Business Architecture Design and/or ICT Operating Model Development</b>	<b>Number of Completed Similar Projects</b> <ul style="list-style-type: none"> <li>• Three Reference letters attached with Rail and Bus Operations experience <b>=5 points</b></li> <li>• Two Reference letters attached with Rail and Bus Operations experience <b>=3 points</b></li> <li>• One Reference letter attached with Rail and Bus Operations experience <b>=1 point</b></li> </ul> Failure to meet the above = <b>0 Points</b>	
<b>Expertise</b>		<b>40</b>
	<b>The Project Team</b>	



	<ul style="list-style-type: none"> <li>Project Plan provided but not clearly defined and without Milestones and Deliverables <b>= 1 Point</b></li> </ul> <p>Failure to meet the above = <b>0 Points</b></p>	
<b>Total points</b>		<b>100</b>

Note: A score of zero (0) on any evaluation criteria item will lead to automatic disqualification.

### 6.3 STAGE 3 - Pricing and Specific Goals

The following formula, shall be used to allocate scores to the interested bidders:  
The maximum points for this tender are allocated as follows:

Details	Points
Price	80
Specific Goals	20
Total Points for Price and Specific Goals	100

#### FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES POINTS AWARDED FOR PRICE THE 80/20 PREFERENCE POINT SYSTEMS

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

80/20

$$PS = 80 \left(1 - \frac{Pt - Pmin}{Pmin}\right)$$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

#### POINTS AWARDED FOR SPECIFIC GOALS

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 tenderer 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:

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

***Note to tenderers: The tenderer must indicate how they claim points for each preference point system.)***

The specific goals allocated points in terms of this RFQ	Returnables	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (80/20 system) (To be completed by the tenderer)
Black Women Owned	Certified copy of ID Documents of the Owners	04	
Black Youth Owned	Certified copy of ID Documents of the Owners	04	
Owned by Black People with Disability	Certified copy of ID Documents of the Owners and Doctor's note confirming the disability	04	
Entities with B-BBEEE contributor status of at least level 2	B-BBEE Certificate / Affidavit	04	
EME or QSE 51% Black Owned	Audited Annual Financial/ B-BBEE Certificate / Affidavit	04	

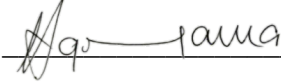
**PREPARED BY**  
**Nkosana Moyo**



**ICT Delivery Management**

**DATE:** 29 October 2024

**APPROVED BY**  
**Nokuthula Ngonyama**



**Interim GCIO**

**DATE:** 29 October 2024

**ANNEXURE A: PRICING SCHEDULE**

	<b>DELIVERABLES/MILESTONES</b>	<b>AMOUNT WITHOUT VAT</b>
1	<b>Discovery and “as-is” of the ICT Resource Landscape</b>	
2	<b>ICT Shared Services Business Architecture and Operating Model Development</b> <ul style="list-style-type: none"> <li>○ Define the ICT Shared Services Operating Model, outlining key functions, processes, and governance structures.</li> <li>○ Identify and document the necessary in-house capabilities and capabilities provided by partners.</li> </ul>	
3	<b>Resourcing Strategy Definition</b> <ul style="list-style-type: none"> <li>○ Develop a comprehensive resourcing strategy, including in-house resources and partner-provided capabilities.</li> <li>○ Define the roles and responsibilities for each capability area.</li> </ul>	
4	<b>ICT Structure and Job Descriptions</b> <ul style="list-style-type: none"> <li>○ Establish a detailed ICT structure, including all required roles.</li> <li>○ Develop job descriptions (JDs) for each role, detailing responsibilities, required skills, and experience.</li> <li>○ Determine the required capacity/numbers for each role.</li> </ul>	
5	<b>ICT Structure and Job Descriptions</b> <ul style="list-style-type: none"> <li>○ Establish a detailed ICT structure, including all required roles.</li> <li>○ Develop job descriptions (JDs) for each role (120 roles), detailing responsibilities, required skills, and experience.</li> <li>○ Determine the required capacity/numbers for each role.</li> </ul>	

6	<b>Skill Assessment and Development Plan</b> <ul style="list-style-type: none"> <li>○ Conduct a skill assessment of existing staff against the new roles and JDs.</li> <li>○ Develop a development and placement plan to bridge skill gaps and ensure staff alignment with new requirements.</li> <li>○ Provide recommendations for training and development programs.</li> </ul>	
7	<b>Project Management</b>	
<b>Total Without VAT</b>		
<b>VAT</b>		
<b>Total with VAT</b>		

## ANNEXURE B – CONSENT LETTER TEMPLATE

Dear Sir/Madam

### Permission letter to submit my CV for Project Manager position

I .....(full names), ID Number ..... gives (bidder company name) the right to use my Curriculum Vitae for submission at PRASA for RFQ for Project Managers RFQ (insert RFQ number).

Kind regards

(signature) \_\_\_\_\_

Mr/Ms xxxxxxxxxxxxxx

Date: xxxxxx

**ANNEXURE C – REFERENCES**

<b>Company Name</b>	<b>Contract Name</b>	<b>Contract Size (R value)</b>	<b>Period and Duration</b>	<b>Contact Person</b>	<b>Contact Details (Telephone Number and Email)</b>