
RFP036/2025_ SOURCING OF AN INDEPENDENT PROFESSIONAL SERVICE PROVIDER TO REVIEW THE DBSA DELEGATION OF AUTHORITY AND DBSA MASTER DELEGATION MATRIX

QUESTIONS AND ANSWERS

Questions	Responses
With regards to the objectives of the review of the Delegation of Authority and Master Delegation Matrix per par5 3 of the Terms of Reference, please may you clarify to what extent quantitative delegations (authority limits) need to be reviewed (e.g. number of formal structures and decision-making positions in the structure).	The review covers authority limits across the Board, its Committees, EXCO, and all relevant levels in the DoA matrix.
With reference to par 5 (a) of the Terms of Reference, please may you provide clarity on the number of existing policies, procedures and related governance documents that are currently in place to support the DLA framework which will form the basis of the document analysis?	Key documents include the DBSA Act, PFMA, and Treasury Regulations
Regarding stakeholder consultations referenced in par 5(b), please may you clarify the number of expected key executives, managers and employees that will need to be engaged? (e.g. Board and committee chairs, Exco' etc)	Consultations are expected with representative from key governance stakeholders, including executives, senior management, and oversight structures.
With regards to the deliverables set out in par 6, kindly clarify the following: - In respect of updated policies and procedures, is the requirement that relevant updates be made to the existing documents/procedures reviewed in line with the revised DoA, or that new policy documents also be drafted where relevant? - Regarding the communication and implementation plan referenced in par 6(c) -	- Existing documents should be updated - The plan outlining how the revised DoA will be communicated and implemented across governance levels. Bidders should prepare and present training materials to support awareness and socialization of



M Janse van Rensburg (Interim Board Chairman),

B Mosako* (Chief Executive), K Brown, B Hore, D Lerutla, MP Matji, Z Mbele*, D Moephuli, J Muthige, C Naidoo, J Netshitenzhe, B Nqwababa, P Nqeto, E Pieterse

*Executive
Bathobile Sowazi (Company Secretary)

1258 Lever Rd,
Headway Hill,
Midrand,
1685

011 313 3911
011 313 3500

www.dbsa.org

Questions	Responses
please may you provide additional context/clarity around what is envisaged by this requirement? Is it to provide the DBSA with communication/implementation plans for the roll out of the updated DoA? Is the expectation for communication materials to be generated? Is it aimed at a specific stakeholder group or the entire DBSA? It is noted under Par 13 that reference is made to a consultation plan. Is this the same as the communication/implementation plan Par 6(d) references a training plan for stakeholder education, while the details included under the Training row under par 8 references a face-to-face workshop and par 13 (rows 3 and 4) references training material or socialisation packs as part of the final report and feedback session. Please may you provide more clarity on exactly what the expectations are around training? Is the requirement to prepare training or socialisation materials? Is the intention that the bidder also present training? If the intention is to present training, is this limited to presenting training in the feedback session with Exco and key stakeholders only? Is the intention that the training/socialisation materials be aimed at a key stakeholder group or all employees across the DBSA?	the revised DoA, particularly among executives and key governance stakeholders.
Progress reports (monthly verbal standup reports vs written reports / quarterly report or vis a vie)	Regular written and verbal updates are expected to track progress and engage key stakeholders.
Par 8 references customised stakeholder and risk management approach/plan - please may you provide clarity with regards to what is expected in terms of risk management here? Does it relate to project management risk management?	Yes
With regards to par 11, please may you clarify what is meant by 'risk management strategies and contingency plans should be addressed'?	Project management risk management



M Janse van Rensburg (Interim Board Chairman),

B Mosako* (Chief Executive), K Brown, B Hore, D Lerutla, MP Matji,
Z Mbele*, D Moephuli, J Muthige, C Naidoo, J Netshitenzhe, B Nqwababa,
P Nqeto, E Pieterse

*Executive
Bathobile Sowazi (Company Secretary)

1258 Lever Rd,
Headway Hill,
Midrand,
1685

011 313 3911
011 313 3500
www.dbsa.org

Questions	Responses
W.r.t Technology backbone, please may you provide additional clarity on what existing systems are currently being used within DBSA e.g. SharePoint etc for digitisation of the DLA?	The DBSA currently maintains its DoA documents in PDF format with updates tracked through MS Word files on internal systems and is seeking to explore and implement digital solutions to improve accessibility, usability, and efficiency.
W.r.t. Digitisation, is the ask the automation of the governance documentation e.g. annual updates, storage, etc; or the digitisation of delegation levels e.g. automated approval matrices and routing?	Automation of the governance documentation e.g. annual updates, storage, etc;
With regards to the pricing structure table in par 13 – the key deliverables do not seem to align with those set out in par 6 as no provision is made for updating of the delegation of authority framework, policies and procedures, or the digitisation of the DoA	Additional line items may be added to the pricing table as required and follow the same format
It is noted from par 13 of the ToR that a total proposed fee should be provided in the pricing proposal document, which should encompass all costs from conception to delivery of the entire project. We appreciate that fees are an important consideration for the DBSA. Our fee approach is based on the complexity and time required to execute on an engagement, as well as the levels of staff that will be engaged. Given the nature of the potential services and the high number of unknown variables which will have an impact on the time and level of resources required to successfully execute on this engagement (including the unknown current state and number of DoA Framework, policies and procedures, number of stakeholder engagement sessions required, existing digital platforms in place, potential travel requirements etc), it is not possible at this proposal stage to accurately determine the time that will be required to execute on the entire engagement and provide an all-inclusive fee which is fair and accurate. Would it be possible to take an alternative approach and provide the hourly rates for different resource levels, along with a blended rate?	Stakeholder question clarified above



M Janse van Rensburg (Interim Board Chairman),

B Mosako* (Chief Executive), K Brown, B Hore, D Lerutla, MP Matji,
Z Mbele*, D Moephuli, J Muthige, C Naidoo, J Netshitenzhe, B Nqwababa,
P Nqeto, E Pieterse

*Executive
Bathobile Sowazi (Company Secretary)

1258 Lever Rd,
Headway Hill,
Midrand,
1685

011 313 3911
011 313 3500
www.dbsa.org

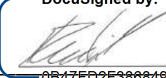
Questions	Responses
There are 2 amendments loaded on the system indicating closing dates of 30 th May 2025 and 3 June 2025. Please can you confirm for me the correct submission date	The closing date for this bid is the 3 rd of June 2025 @23H55pm as per the addendum 2 published

FACILITATED BY:

DocuSigned by:

F2061681327A421...
Tumi Mnguni
SCM Official

NOTED BY:

DocuSigned by:

0B47FD2F300049A...
Simon Ludik
ACTING HEAD: SCM LENDING



M Janse van Rensburg (Interim Board Chairman),

B Mosako* (Chief Executive), K Brown, B Hore, D Lerutla, MP Matji,
Z Mbele*, D Moephuli, J Muthige, C Naidoo, J Netshitenzhe, B Nqwababa,
P Nqeto, E Pieterse

*Executive
Bathobile Sowazi (Company Secretary)

1258 Lever Rd,
Headway Hill,
Midrand,
1685

011 313 3911
011 313 3500
www.dbsa.org