



REQUEST FOR PROPOSAL ENTERPRISE ARCHITECTURE(EA) AND BUSINESS PROCESS MANAGEMENT (BPM) TOOL

Ref: NM/11/2021

Compulsory Briefing session: 26 November 2021 at 11h00 am

Please note that briefing session will be held via Zoom, should you wish to attend, kindly indicate via email so that we can send you the link.

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Meeting ID: 850 2769 1921

Passcode: 238992

Bid closing date: 21 December 2021 at 11h00 am

1. INTRODUCTION

The National Housing Finance Corporation Soc Ltd was established in 1996 by the Department of Human Settlements (NDoHS) as a Development Finance Institution with the principal mandate of broadening and deepening access to affordable finance for the low–middle income South African Households.

The Department of Human Settlements is in the process of establishing a Human Settlements Development Bank (“HSDB”). The purpose of which is to position the HSDB as a vehicle to provide effective public and private funding, financing support to key segments of the housing market, in the face of considerable market failure, significant need and a declining fiscus.

In 2008, the National Treasury undertook a review of the mandates of South Africa’s Development Finance Institutions (DFIs) at the request of Cabinet. The review was conducted in consultation with the national departments responsible for the DFIs. To support expanded housing delivery, the Treasury Review recommended amalgamating the three-housing sector DFIs into a single institution in order to have greater impact, viability and increased scale.

The National Housing Finance Corporation SOC Ltd (NHFC) has now merged with NURCHA and RHLF (all 3 entities previous human settlements DFIs) to deliver quality financial support for the development of a sustainable and integrated human settlement in the country. The NHFC needs to strategically reposition itself as the Human Settlements DFI of choice through significantly enhancing its product offering, financial strength and building capabilities in order to make a positive developmental impact, whilst balancing the challenges of economic viability and developmental imperative. This will be achieved through the establishment of the HSDB.

The organisation therefore embarked on a journey to standardize, optimise and digitise business processes, systems and its ICT infrastructure to align with current and future business goals. This is in line with its ICT strategy which supports digital transformation, operational efficiencies, business growth, ICT enablement and the modernization of ICT

as a division and the entire organisation. The introduction of architecture practices and principles will enable the NHFC to build from firm foundations and be able to successfully execute on its business strategy. The organisation therefore appointed a service provider to partner with them in the implementation of an Enterprise Architecture (EA) and Business Process Management (BPM) Project. The project has been successfully completed and the organisation therefore seeks to implement the recommendations and initiatives that emanated from the findings of the project.

2. PURPOSE

The EA and BPM capability at the NHFC has been reactive and swiftly moved from a state where some processes were documented and not sustained for improvement. Most of the processes were residing mostly on individual PC's, memory and were not standardised throughout the NHFC operations to a point where there is a common process repository housing that data (EA tool). In addition to this, the NHFC is considering exploiting various architecture modelling methods available to define and create the integration between data, processes and technology.

This move therefore requires that the NHFC has a solid repository management, business architecture and business analysis competency that will ensure the integrity and accuracy of this repository. While these are important skills and competencies, NHFC remains a small to medium sized operation and thus does not believe that we require some of these services on a full-time basis. Therefore, the adopted approach is to outsource some of these services to a partner that will understand and appreciate our main goals and objectives and will be committed to providing the required expertise to deliver.

The organisation is therefore soliciting a Service Provider to implement and deploy the EA and BPM tool and repository as recommended by the initial phase of the EA and BPM journey of NHFC. The document provides the business functionality required, business processes involved, business rules and exceptions as well as business performance objectives of the proposed tool and repository.

3. FUNCTIONAL USER BASE

The proposed EA and BPM Tool solution and the implementation services are expected to cover the following user base of the organization.

Functions divisions of NHFC
Finance & Treasury
SCM
HR (Includes Facilities)
ICT
Grant Facilitation
Credit
Corporate Finance
Strategic Planning & Monitoring
Strategic Projects & Partnerships
Legal
CoSec
CEO office
Lending
EWR
CTCHC - subsidiary of NHFC
Fixed Terms contractors, all in Strategic Projects & Partnerships Department
Finance & Treasury

4. TERMS OF THE APPOINTMENT

The service provider will be expected to commence on an agreed date and the assignment must be completed within three months, in line with a project plan from the commencement of the assignment.

3.1. Proposal Cost

Respondents shall bear all costs incurred in the process of responding to the RFP and in any subsequent negotiation.

5. SCOPE OF WORK

The scope of this initiative entails the enterprise-wide implementation of an EA and BPM tool and repository. The NHFC infrastructure is Microsoft based and resides in a hosted Data Centre within a Multi-Protocol Label Switching (MPLS) network. The system must therefore work well in a hosted DC environment which is accessed over MPLS. The EA & BPM Portal should be accessed across multiple provinces which will mainly be for document uploads. The following provides a list of the Functional Specifications for the pursued EA and BPM tool and repository.

Functionality	Y/N
The modelling tool must be Ease of Use in Operation/Development and Administration	
Rich graphical process designer	
Separation of "administrator" and "user" features	
Support for document versioning, audit trail and repository rollback/ recovery	
Enable full customisation of the templates for reuse across intended directories	
Capability to support workflows for governing document creation, update and deletion where required - with desired exception management	
Audit logging across the object and document lifecycle	
Ability to create multiple directories with assignment of templates and object/ document types	
Customizable and should enable branding on the templates	
The standard database that should be supported is MS SQL	
Must be adaptable for use over the internet and Multi-protocol label switching (MPLS).	
Must use the existing active directory for user profiles and security.	
Provide a web-based portal accessible over the internet for users to view documents and edit online	
The tool should have a capability to publish the models/ artefacts to a web-based portal which can be used to view, edit, retrieve and download	

Functionality	Y/N
documents/ models	
Support for Archimate V2 and V3	
Primary modelling notation in NHFC is Business Process Modeling Notation (BPMN)	
TOGAF support	
Enable Entity Relationship Diagram (ERD) modelling	
Should have support for Heat mapping	
Metamodel views and configuration	
Requirements Management	
Allow for creation and reporting of Roadmap diagrams	
Management of redundant objects and documents into archive	
Organizational model support, including reporting relationships	
E-mail integration - for example, Simple Mail Transfer Protocol (SMTP)- the organisation's standard is MS Outlook	
BPM Tool Architectures, Standards and Complex Flows	
Each solution will be evaluated based on its adherence to the organisations enterprise architecture, standards and guidelines	
Openness to multiple channel capabilities, such as mobile applications (apps)	
Be able to supply add-ons/ plug-ins in cases of non-standard features	
BPM Performance and Scalability	
It should be able to be extended to many users which will mainly be used for viewing, downloading and uploading documents.	
Reporting and monitoring of the tool	
Reporting dashboards	
Report customisation	
Be able to draw reports on duplicate objects	

Functionality	Y/N
Audit Trails reporting	
Audit trail reports that provide details of events which were triggered by the creation, updating, and deletion of the objects, models or documents.	
The groups/individuals who create, use, approve and manage the repository	
User Access Management	
A role-based authentication mechanism which controls access to the BPM/EA Modelling tool & Repository solution, linking the user ID to a valid user profile. Currently (Client Name) uses MS Active Directory therefore the tool must allow for Configuration of an access mechanism that supports access to the tool by an integrated network login	
Restricting the ability to define and maintain available access control to an administrator	
Less reliance on ICT personnel to manage and administer the system which then creates the need for Web-based end-user access to many administrative functions	
User group administration	
Role-based access to objects/ templates/ documents in directories	
Support of configurable reporting over and above pre-defined reports in the tool	
Impact assessment reporting at object model should be supported.	
Support for roles and resource mapping	
Security	
Security on all levels, from system to object levels	
Security classification on specified objects, documents and directories	
Security permissions on actions that a user can perform	
Security Permissions must also be granted to specific groups	
License and scalability requirements	
The service provider should indicate what user licenses are required	

Functionality	Y/N
immediately, and how it is foreseen to grow in the future	
Infrastructure requirements	
Server/processors/Enterprises	
System Administrators	
Users	
Integration	

Additional Questions that the prospective service provider should respond to in their Proposal:

- Does your solution require an application server and if so, list application servers supported?
- Describe how tool's services are deployed, monitored and maintained. Further describe how source control systems are supported.
- Describe how well your product supports service lifecycle management.
- Describe your support for File Transfer Protocol (FTP), file and database connectivity including Adapter scenarios.
- What is the downtime requirement for configuration changes and upgrades?

Frameworks/ Notations

- What Architecture Frameworks are supported by your tool?
- What Process modelling notations are supported by your tool?
- What Project Management methodologies are supported by your tool?

Support and Maintenance

- Please describe the standard maintenance and operations processes for your products. Does it require a disruption in service for system upgrades?
- Describe integration with Enterprise Management tools (Service Desk, Application monitoring tools, etc)

Technology Architecture and Infrastructure

- Provide details on which hardware, operating systems, database, network protocols, etc. are supported by your products

BPM Management

- Describe the different reporting types, metrics, auditing, etc., available in the tool.
- Describe your products high availability and scalability features if different from above?
- Does your product support Key Process Indicators?
- Describe the process for version control and change approval workflow configuration?

Security/ Privacy

- Explain how your solution manages security (identification, authentication, encryption, etc.) and safeguards privacy.

The assignment will include full implementation and deployment of the EA and BPM tool, migration of the EA and BPM artefacts produced by the prior project into the tool and repository and ensuring that all artefacts are accessible by all stakeholders in the organisation from a central location. The appointed service provider is expected to provide training of NHFC employees on the EA and BPM tool as well as the necessary technical training to the resources of the ICT division within the organisation.

Training on BPM Tool

Describe the training plan for NHFC staff

- ✓ Business Architect: 1
- ✓ Process Engineer: 1
- ✓ Business Analysts: 2

E-learning courses should be made available for self-paced learning at NHFC

6. EXPERTISE AND CAPACITY

The appointed service provider will have to:

- Have exceptional expertise in implementing EA and BPM tool and repository and Project Management;
- Project Manager - with at least 5 years' experience. In-depth knowledge and experience of working with Information Technology projects, especially EA and BPM tool and Repository implementation within the financial services sector (abridged

CV's, qualification and copies of certificates must be submitted including PMP certification or Prince2 certification). The CVs should describe the role(s) of each resource clearly detailing their Qualification within the ICT environment. The number of resources that is proposed should be factored in the price of the project

- Technical resources (Business Architect and Process Engineer) with at least 5 years' experience. In-depth knowledge and experience of working with Information Technology projects, especially EA and BPM tool and Repository implementations including IT systems implementations through an SDLC process within the financial services sector (abridge CV's, qualification relevant Degree in Information Technology/ Information Systems or similar and copies of certificates must be submitted)
- Support personnel – Business analyst: With at least 5 years' experience. In-depth knowledge and experience of working with Information Technology projects, especially IT systems implementations through an SDLC process including EA and BPM tool and Repository within the financial services sector (abridge CV's, qualification relevant Degree in Information Technology/ Information Systems or similar and copies of certificates must be submitted),
- The service provider to be a Certified Partner (submit proof);
- Knowledge of Systems Development Life Cycle (SDLC);
- Have carried out several similar exercises elsewhere; and
- Have enough capacity to carry out the assignment in terms of the agreed contractual obligations.

NB: Proposals should be able to not only provide what is mentioned above but also indicate areas of importance pertinent to the process.

7. PROFESSIONAL MEMBERSHIP

It is mandatory for the service provider that will be in charge of this NHFC assignment to be a Certified Business Partner. Eg. iServer by Orbus Software, ARIS, Sparx Systems

8. CONTENT OF THE PROPOSAL

8.1 The Technical Proposal must include the following:

- Company profile and relevant experience;
- Proposed methodology and approach to be used in keeping with the scope of work;
- Full and comprehensive description of similar work undertaken in the past 5 years;
- Composition of the project team [Abridged CV of each member of the proposed team (qualifications, experience, expertise etc.);
- Copy of B-BBEE certificate or Affidavit;
- Proof of CSD registration (submit summary report);
- Company registration documentation;
- Tax Clearance Pin, as issued by SARS;
- All Standard Bidding Documents (SBD forms); and
- Submit project implementation plan for deployment.

9. EVALUATION CRITERIA

The proposal will be evaluated in terms of the Preferential Procurement Policy Framework Regulations of 2017. Evaluation of the bid will be conducted in 3 (three) phases as follows:

Phase 1: Eligibility / Pre-Qualification criteria

Bidders will be evaluated according to pre-qualification requirements which include the submission of mandatory information or documentation as stated in section 8 of this document. Bidders that fail to meet the pre-qualification requirements of the bid will not be considered further for evaluation.

Phase 2: Technical/functional evaluation

CRITERIA	SUB CRITERIA	SCORES	WEIGHT												
Organisational Experience	<p>Bidders must provide proof of specific experience as defined under Section 8 of this document and submit references in respect of related services undertaken.</p> <p>Bidder to submit the following, per project as proof:</p> <p>Signed reference letter with company logo and contact details of the client company letterhead</p>	Five points for each signed reference letter submitted	20												
Implementation approach and Methodology	<p>Methodology should consist of the major milestones</p> <p>Demonstrate in the responses provided that the EA & BPM tool and repository is in line with the functional requirements outlined in the scope of work.</p> <table border="1" data-bbox="506 1234 932 1551"> <tbody> <tr> <td>Stage1</td> <td>Project preparation</td> </tr> <tr> <td>Stage 2</td> <td>Requirements</td> </tr> <tr> <td>Stage 3</td> <td>Configuration</td> </tr> <tr> <td>Stage 4</td> <td>Final preparation</td> </tr> <tr> <td>Stage 5</td> <td>Deployment/Go-live and support</td> </tr> <tr> <td>Stage 6</td> <td>Run</td> </tr> </tbody> </table>	Stage1	Project preparation	Stage 2	Requirements	Stage 3	Configuration	Stage 4	Final preparation	Stage 5	Deployment/Go-live and support	Stage 6	Run	<p>1. None of the listed Stages with the scope of work are provided =0 points</p> <p>2. (1 to 5) of the listed Stages are provided = 10 points</p> <p>3. All Stages are provided with:</p> <ul style="list-style-type: none"> ▪ Alignment to the scope of work - Functionality ▪ Associated quality gates ▪ Clearly defined Timelines ▪ Highlighted risks ▪ mitigating measures <p>= 20 points</p>	20
Stage1	Project preparation														
Stage 2	Requirements														
Stage 3	Configuration														
Stage 4	Final preparation														
Stage 5	Deployment/Go-live and support														
Stage 6	Run														
Project Implementation Plan	Detailed Project Implementation Plan with clear milestones, deliverables, and dates	No project plan = 0	5												
Experience of key personnel	Score will be based on number of years of experience of all personnel.	Project manager 5 years = 15 points	35												

	(Submit abridged CVs of all project team members, copies of qualification certificates)	<p>3 years = 10 points 1 year = 5 points</p> <p>Technical personnel 5 years = 10 points 3 years = 5 points 1 year = 1 point</p> <p>Support personnel 5 years = 10 points 3 years = 5 points 1 year = 1 point</p>	
Training plan	<p>Provide technical training to the ICT division of the NHFC on the functionality of the EA and BPM tool and repository.</p> <p>Training of all users involved within the NHFC.</p> <p>Submit Skills transfer plan for champion users including Post-implementation support with a dedicated contact person and helpdesk to assist resolve any technical issues.</p>	<p>1. Training plan/programmes provided not relevant to scope of work = 0 points</p> <p>2. Training plan/programmes aligned to scope of work = 10 points</p> <p>3. Training plan/programmes aligned to scope of work,</p> <ul style="list-style-type: none"> • Post Implementation Support plan • Skill Transfer plan = 15 points 	15

Phase 3: B-BBEE and Price evaluation

The proposal will be evaluated in terms of the Preferential Procurement Policy Framework Regulations of 2017. Bidders who score a minimum of 75 points will be further evaluated in terms of Price and Preference points (B-BBEE status level of contributor). As per the table below, price is evaluated over 80 points and preference points over 20:

Price Assessment	80 Points
TOTAL	80
Preferential Elements	20 Points
B-BBEE Status Level of Contributor	Number of Points
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

10. COMMERCIAL OBLIGATIONS

This section of the document outlines the general commercial process and obligations of the service provider.

10.1 CONTRACTING

A contract will be concluded between NHFC and the successful service provider which will incorporate the following:

- The letter of acceptance to the successful bidder;
- The original tender documents;
- The proposal of the successful service provider; and
- Terms and conditions as stipulated above and general contract terms and conditions.

10.2 MATERIAL RIGHTS

The product of this project will be confidential information, and will be the property of the NHFC and no disclosure of information to other parties will be made without prior written approval of the NHFC.

10.3 RULES OF BIDDING

- The NHFC reserves the right to amend or cancel this RFP at any time, at its sole discretion;
- The NHFC is not bound to accept any of the proposals submitted, and reserves the right to call for best and final offers from the short-listed bidders before final selection;

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- The NHFC reserves the right to call for interviews with short-listed bidders before final selection;
 - The NHFC reserves the right to negotiate price and other aspects of the contract with the preferred bidder;
 - The NHFC reserves the right not to accept the lowest scoring bid (if applicable) or any bid in part or whole. The NHFC would award a contract to a bidder who proves to be fully capable of handling the contract and whose bid is functionally acceptable and/or financially advantageous to the NHFC.
 - An eligible Bidder, if requested, must be prepared to present evidence of experience, ability, service facilities, and financial standing necessary to satisfactorily meet the requirements set forth or implied in this proposal;
 - The NHFC reserves the right to request all relevant information, agreements and other documents to verify information supplied in the bid process. The bidder hereby gives consent to the NHFC to conduct background checks on the bidding entity and any of its directors / partners / trustees / shareholders /members/employees. The NHFC reserves the right to consider the information arising from such background check as part of the tender evaluation process.
 - NHFC reserves the right to award a contract in part, to reject any and all quotations in whole or in part, to waive technical defects, irregularities and omissions, at its sole discretion;
 - The successful bidder (s) may be required to sign a Service Level Agreement (SLA), in terms of which the service provider's performance will be measured and managed.
 - Late submissions will not be considered.

i. Submission Address

Proposal, endorsed with **RFP: NM/11/2021** must be hand delivered to:

NHFC Tender Box

The Isle of Houghton

Old Trafford 3, 1st Floor

11 Boundary Road

Houghton

Johannesburg

Attention: Ms Pumza Nsukwini

ii. Copies

Three hard copies and a soft copy (USB) must be submitted in a sealed envelope, appropriately addressed.

iii. Submission Date

The Proposal (technical and financial) must reach the NHFC **by Tuesday the 21st of December 2021 at 11h00am.**

iv. Proposal Cost

The cost of compiling a Proposal is and remains the prospective service provider's own cost and will not be paid for by NHFC.

v. Contacts

The contact person for information pertaining to the RFP proposal is Ms. Pumza Nsukwini, telephone numbers 011-644 9800 fax number 011 484 0204 and e-mail pumzan@nhfc.co.za.