Transport Education Training Authority *Driven by Vision*	**TERMS OF REFERENCE**
PURPOSE:	**REQUEST FOR PROPOSALS FOR THE APPOINTMENT OF QUALIFIED ICT SERVICE PROVIDER TO DEVELOP TRANSPORT EDUCATION AND TRAINING AUTHORITY'S (TETA) FIVE (5) YEAR ICT STRATEGY IN LINE WITH TETA'S 5 YEAR STRATEGIC PLAN**

1. INTRODUCTION

The primary functions of TETA are to develop a Sector Skills Plan, facilitate the development, registration and implementation of Learnerships, skills programmes and strategic initiatives, approval of workplace skills plans, disbursement of grants to stakeholders, and quality assurance of education and training that falls within the scope of the sector. The Transport Sector is demarcated into eight (8) subsectors.

Each subsector falls under relevant Chamber responsibility: Road Freight Chamber, Freight Handling Chamber, Aerospace Chamber, Road Passenger Chamber, Taxi Chamber, Maritime Chamber, Forwarding and Clearing Chamber and Rail Chamber. To further support TETA's mandate, the following strategic units play a pivotal role:

- Performance Monitoring and Evaluation;
- Skills Development and Learning Programmes;
- Research and Knowledge;
- Finance;
- Corporate Services;
- Secretariat;
- ETQA;
- Strategic Projects.

2. PURPOSE

The purpose of the document is to propose the review of the current ICT strategy to be in line with the Department of Public Service and Administration (DPSA) ICT planning guidelines, KINGV, COBIT 19, GWEA, TOGAF, Gartner and other best recognised practice frameworks. The ICT Plan must support the organisational strategy and must include:

- Strategic (5 year) plan aligned to the Organisation long term Strategic Plan;
- Medium term (3 year) plan aligned to the Organisational Annual Performance Plan
- Operational (1 year) plans aligned to the Annual Operational Plan
- "TO BE" Enterprise Architecture

3. BACKGROUND AND CONTEXT

The following factors have been identified as critical to TETA's achievement of its mandate of skills development delivery in the Transport Sector:

- Integrated information technology systems which includes learner management, financial management, skills (Mandatory Grant management and discretionary grant) management, Bursary Management as well as artificial intelligence on this integrated solution.
- Efficient contract management
- Effective records and document management
- Availability of competent, diligent and professional staff
- Increased stakeholder participation (levy-paying and WSPs)
- Good stakeholder contract performance
- Effective institutional and industry collaborations
- Comprehensive, relevant and up-to-date TETA programme funding model
- Agility and responsiveness to emergent national and industry priorities
- Achievement of SLA targets.

To ensure effective implementation of the recently reviewed TETA CGICT framework as informed by the DPSA policy framework, TETA has institutionalized the Corporate Governance of ICT (implementation of TETA specific ICT governance processes, principles and structures). This process, together with the newly developed TETA 2025-2030 strategic plan has necessitated a review of the ICT strategy to align the ICT Strategy with the ICT planning process proposed in the DPSA framework and TETA's strategic objectives.

CURRENT TETA IT ENVIRONMENT:

TETA Head Office is situated in Randburg, Johannesburg, Gauteng. TETA has 4 regional offices situated in Durban, Cape Town, Limpopo and Mpumalanga. The organization has approximately 120 internal users. An outsourcing model has been adopted to deliver the majority of TETA IT services with three (3) of internal resources (Manager, Specialist and Security Administrator and Desktop Technician) manning the IT Unit. The number of systems within the ICT environment should be kept to a minimum to reduce the Total Cost of Ownership. This greatly enhances the integrity of data, reduces time lost due to having to recapture information or transfer information between systems. The most important feature would be that reporting within TETA will be enhanced significantly.

The following processes are performed at TETA:

- Asset Management – Finance Department.
- Performance Management – (Risk and Compliance, Monitoring & Evaluation and Skills Development).
- Audit Management – Office of the CFO (Internal Audit).
- Risk and Compliance Management – Risk and Compliance.
- Supply Chain Management - Finance.
- Contract Management – Finance, legal and various business units.
- Inventory Management - Finance.
- Electronic Documents and Records Management- ICT.
- Grants Management – Finance and Business Units.

- Learner Management – Finance and Business units.
- ICT Helpdesk/Service Desk- ICT.
- Biometrics Clocking and Security System-ICT and Corporate Services.
- Payroll processing.
- Infrastructure monitoring and Cyber security.

4. SPECIFICATIONS / REQUIREMENTS:

4.1 Define the target/desired ICT capabilities.
4.2 Conduct a gap analysis and prepare a detailed diagnostic / gap analysis report based on precise and fact-based initial assessment of the ICT landscape by:
4.3 Engaging executives and business units.
4.4 Identifying business drivers and requirements.
4.5 Assessing future service delivery needs.
4.6 Determining technology capability gaps.
4.7 Identifying strategic opportunities.
4.8 Based on the defined "AS-IS" Enterprise Architecture and gap analysis report, the service provider is expected to define the target Enterprise Architecture covering the following:

- Business architecture.
- Application architecture.
- Data architecture.
- Technology architecture.
- Security architecture.
- Integration architecture.
- Governance architecture

The service provider is expected to utilise the King Codes most recent, COBIT19 framework, GWEA, TOGAF, Gartner services and other DPSA aligned and industry accepted frameworks that will demonstrate coverage of the key activities required in the development and implementation of the Strategy.

4.9 The ICT strategic plan should demonstrate the translation of the long-term ICT Plan into the ICT Implementation Plan depicting the **IT Strategic Roadmap** with:

- Strategic goals and initiatives.
- Prioritization framework.
- Three-to-five-year roadmap.
- Quick wins.
- Programme and project portfolio.
- Resource requirements.
- Budget estimates.
- Benefits realization framework.
- Risks and mitigation measures.

This, in turn, cascades into the ICT Annual Operational Plan whilst informing an ICT Human Resource planning in support of the business enabling ICT initiatives and projects and ICT activities of the

institution.

4.10 The ICT Strategic Plan should reflect the following:

4.10.1 Digital Transformation Strategy

- Digital business transformation.
- Process automation.
- Artificial Intelligence and emerging technologies.
- Mobile and remote work enablement.
- Citizen/customer digital services.
- Collaboration platforms.
- Innovation management.

4.10.2 Data and Analytics Strategy to address

- Data governance framework.
- Master data management.
- Data quality management.
- Business intelligence.
- Analytics and reporting.
- Data warehousing.
- Information management.

4.10.3 Infrastructure and Cloud Strategy

Include recommendations on:

- Infrastructure modernization.
- Hybrid cloud strategy.
- Disaster recovery.
- Business continuity.
- End-user computing.
- Network modernization.
- Unified communications.

4.10.4 Cybersecurity Strategy

Assess and develop:

- Cybersecurity governance.
- Information security framework.
- Security Operations capability.
- Identity and Access Management.
- Cyber risk management.
- Security awareness programme.
- Compliance requirements.
- Incident response capability.

4.10.5 Applications and Systems Strategy: Review and recommend:

- ERP strategy and roadmap.
- Enterprise systems modernization.
- Business systems integration.
- Legacy system replacement.

- Application rationalization.
- Software licensing optimization.

4.10.6 AI Strategy Formulation

The service provider must demonstrate experience in:

- Developing enterprise-wide AI strategies aligned with organisational objectives.
- Identifying AI use cases and value-realisation opportunities.
- Establishing AI governance frameworks, policies and implementation roadmaps.
- Developing AI operating models and capability-building programmes.

5. The ICT Strategy Implementation Plan should reflect the following:

- Existing ICT business enabling and ICT landscape – outline the existing environment and the business value realised from the initiatives
- New ICT business enabling and ICT initiatives – outline the new initiatives (systems and infrastructure) over the next 3 years
- ICT component operational and administrative projects – outline the operational and administrative initiatives planned for the next 3 years
- ICT system life cycle, maintenance and upgrade management – outline the management of information system technologies, identify the technologies to be retired and those that will be replaced/upgraded
- Human resource cost planned for the next 3 to 5 years – outline the internal and external (consultants, contractors and service providers) HR requirements planned for the next 3 to 5 years
- Institutional medium-term expenditure framework budget – outline the planned three to five year budget
- Risk management – identify risks that impact the realisation of the ICT Implementation Plan and its mitigation measures
- ICT Policies and Standard Operating procedures- identify the gaps and align the ICT Policies with the Business Strategy and IT Strategy
- This ICT implementation constitutes a framework that will assist TETA to prioritize elements of the strategy and implementation roadmap. The framework should highlight the relationships and dependencies between various elements.

6. The ICT Annual Operational Plan should reflect the financial year implementation of the cascaded ICT Implementation Plan:

- Existing business enabling and ICT landscape – reflects the as-is business enabling and ICT environment;
- New business enabling and ICT initiatives – reflects the business enabling and ICT initiatives that will be rolled out in the current financial year;
- ICT component operations and administrative projects – reflects all operational and administrative initiatives undertaken in the ICT component in the year;
- ICT system life cycle, maintenance and upgrade management – reflects the ICT sustainability initiatives for the year;

- ICT systems integration requirements
- Human resource (HR) cost for existing systems – reflects the current year requirement for and cost of internal and external human resources;
- Institutional annual ICT budget – reflects the ICT budget for the financial year; and

- Risk management – risks that impacts the realisation of the ICT Annual Operational Plan and its mitigation measures.

The culmination of the three plans thus conceptualize the business needs and current environment (as-is), provides a planning structure to translate it into the future state (to-be) and is implemented through the ICT Implementation Plan (transition). It also lays a solid foundation for the furthering of information system, technology and solutions architecture practice

- Define the strategic plan and road map (prioritised ICT high-level MTSF Roadmap)
- Communicate the ICT strategy and direction

7. EXPECTED OUTPUTS / DELIVERABLES:

a) The ICT Strategic Plan must conform to the following outline:

- Introduction
- Statement of strategic intent
- Vision
- Mission
- Strategic objective mapping
- Prioritised ICT enablement objectives
- Related strategic risks for the ICT enablement objectives
- A prioritised high-level 5-year roadmap
- Strategic level performance indicators.
- Description of the target state
- Target Information Architecture reflecting
  - Target Information Systems Architecture
  - Data Architecture
  - Application Architecture
  - Technology Architecture
  - Reporting dashboards
- RACI chart
- ICT Policies

b) ICT Implementation Plan

- **Statement of intent** with regards to what must be achieved in the 3/5 year period
- **Mapping of the prioritised high-level** objectives from the ICT Plan
- **Target Information Systems Architecture Implementation Roadmap**

c) ICT Operational Plan

- **Current year projects -** outline of the current year implementation of the migration towards the **Target information systems architecture** captured in an Annual Performance Plan (APP)**.** This plan excludes operational and infrastructure improvement projects.
- The Plan must demonstrate:
  - Provision of the necessary resources to enable the realization of the Target Information Systems Architecture.
  - Quarterly milestones and targets.
  - Budget per project.
  - Structural and resources allocated to each project.

8. EVALUATION CRITERIA

This bid will be evaluated in three (3) stages as follows:

Stage 1 - Pre-Compliance (Administrative Compliance) Evaluation
- Mandatory Requirements
- Administrative Requirements

Stage 2 –Quality Proposal Evaluation

Stage 3 - Price and Specific Goals Evaluation

9. PRE-COMPLIANCE EVALUATION - (STAGE 1)

After the receipt of bids, Supply Chain Management Unit will conduct administrative compliance of bid submissions based on the following mandatory and non-mandatory requirements:

9.1 MANDATORY REQUIREMENTS

Bidders who fail to meet the following mandatory requirements will be disqualified at Pre-Compliance Phase:

Criterion	Requirement
Pricing / Costing Schedule	• Submit the Pricing Proposal / Costing Schedule Electronic submission via email to supply Chain Department.
Declaration of Interest (SBD 4)	• The bidder must fully complete and sign the Declaration of interest form electronically or in black ink.
SARS Pin / CSD Supplier Number	• The bidder must submit a SARS Pin with expiry date to assist with verification of Tax Affairs. • If SARS Pin is not submitted provide CSD Supplier Number
Central Supplier Database **Registration**	• The bidder must be registered as a supplier with Treasury on www.csd.gov.za. (Please attach proof).
References for company's experience	• The company must provide at least three (3) Reference Letters for previous jobs done in the development of the ICT Strategy for medium to large organizations. **NB: Please complete the Experience Schedule**
Company experience	• The company must have a minimum of three (3) years' experience in the facilitation and/or provision of IT Strategy development services **NB. Complete the Company Experience Schedule**
Business / Systems Analyst	• **Business Process Analyst:** The Business Analyst must have a minimum NQF level 6 qualification as a Business Analyst/ a Bachelor's degree in Business Administration/Information Technology, or a related field. A minimum of five years' experience as a Business Analyst. • The experience must be verifiable from the CV provided indicating the start and end dates of projects completed or companies worked for.

Criterion	Requirement
	• NB. Please provide certified copies of the qualification certificates not older than six (6) months. (not copies of certified copies)
Cyber Security Specialist:	• The Cyber Security specialist must at least have a minimum NQF level 7 qualification in Information Technology/Systems/Development/ Computer Science/ plus certification in Certified Information Systems Security Professional (CISSP)/ Certified Information Security Manager (CISM) /ISO 27001 Lead Implementer/Auditor. • A minimum of three (3) year's experience as a Cyber Security specialist. NB. Provide certified copies of the qualification or certificates (not copies of certified copies) The experience must be verifiable from the CV provided indicating the start and end dates of projects completed or companies worked for.
Project Manager	• The Project Manager must have led and completed a minimum of four (4) IT strategy Development projects and have five (5) years' experience in a management position. The Project Manager must have a minimum NQF level 7 qualification in Project Management, Project Management Professional (PMP) certifications/TOGAF/COBIT19. Affiliated with any accredited IT Advisory body plus IODSA membership. NB.The proof of membership, Certificates and CV with clear start and end date dates of the projects must be provided
Submission of a detailed Project Methodology	The biddermust submit a detailed Project Methodology which addresses the requirements and objectives, with the following (but not limited to): • Implementation framework; • Work Breakdown Structure; • Milestones and related deliverables;

9.2 ADMINISTRATIVE REQUIREMENTS

As part of the administrative compliance evaluation, the bidder must also furnish the following documents:

Criterion	Requirement
B-BBEE Certificate	• Preference Points Schedule (B-BBEE) form SBD 6.1 must be completed and signed. • A certified copy of the B-BBEE Certificate must be submitted (not a certified copy of a copy). • Submit a valid BBBEE Verification Certificate from SANAS Accredited Verification Agency. The Qualifying Small Enterprise (QSE) and Exempted Micro Enterprises (EME) must submit a sworn affidavit stamped and signed by the Commissioner of Oath confirming the Company Annual Total Revenue and level of black ownership. • Failure to submit a valid B-BBEE Certificate will result in a bidder losing preference points. • In a case of a JV, a combined B-BBEE Certificate must be submitted together with a JV Agreement signed by both parties
CIPC Documents	• The bidder must provide certified copies of Company / Close corporation registration certificates issued by CIPC. • Bidders must confirm their company registration with CIPC as TETA will not award any tender to any business that appears on the CIPC List of de-registered businesses.
Identity Documents of Directors/Owners or List of Directors	• Certified copies of Directors/Owners Identity Documents • OR • List of directors **NB. Documents are needed to claim for Specific Goals.**
Banking Details	• Signed and bank stamped banking details
General Conditions of Contract/Bid	• The bidder must accept General Conditions of Contract / Bid and provide full and accurate answers posed in this section.
Letter of Authority of Signatory	• The bidder is required to provide a Letter of Authority of Signatory to sign the bid submission, signed and in the company's Letter Head.

10. QUALITY EVALUATION – (STAGE 2)

TETA applies the provisions of the **Preferential Procurement Policy Framework Act**, (Act no. 5 of 2000) and the **Preferential Procurement Policy Framework Act Regulations of 2022.**

The following values will be applied to score functionality:

Values: 1 = Poor 2 = Average 3 = Good 4 = Very Good 5 = Excellent

Item No.	TECHNICAL EVALUATION:		Weighting
1. Project Manager's Experience	The Project Manager must have led and completed a minimum of four (4) IT strategy Development projects and have five (5) years' experience in a management position. A minimum NQF level seven qualification in Project Management /PMP certifications/TOGAF/COBIT19. Affiliated with any accredited IT Advisory body. IODSA membership will be an added advantage.		**30**
	More than 5 years and led six or more IT Strategy projects - NQF level 7 qualification in Project Management/PMP certifications /TOGAF/COBIT19. Affiliated with any accredited IT Advisory body plus IODSA membership,	**Excellent (5)**	
	More than 5 years and led five IT Strategy projects - NQF level7 qualification in Project Management/PMP certification /TOGAF/COBIT19. Proof of Affiliation to any accredited IT Advisory body.	**Very Good (4)**	
	5 years and led a minimum of four IT Strategy projects - NQF level7 qualification in Project Management/PMP certifications /TOGAF/COBIT19. Affiliated with any accredited IT Advisory body.	**Good (3)**	
	The experience must be verifiable from the CV provided and the experience schedule must be completed.		

<table>
<tr><th>Item No.</th><th>TECHNICAL EVALUATION:</th><th>Weighting</th></tr>
<tr><td>2. Business/ Systems Analyst</td><td>Business/ Systems Analyst:
The Business Analyst must have a minimum NQF level 6 qualification as a Business Analyst/ a bachelor's degree in business administration/ information technology, or a related field. A minimum of five years' experience as a Business Analyst.

The experience must be verifiable from the CV provided indicating the start and end dates of projects completed or companies worked for.
<table><tr><td>More than six (6) years' experience with qualification</td><td>Excellent (5)</td></tr><tr><td>Six (6) years with qualification</td><td>Very Good (4)</td></tr><tr><td>Five (5) years' experience with qualification</td><td>Good (3)</td></tr></table></td><td>10</td></tr>
<tr><td>3. Cyber Security Specialist:</td><td>The Cyber Security specialist must at least have a minimum NQF level 7 qualification in Information Technology/Systems Development/ Computer Science. A certification in CISSP/CISM/ISO 27001 Lead Implementer/Auditor. A minimum of three years' experience as a Cyber Security specialist.

<table><tr><td>Five (5) years with qualification/certification</td><td>Excellent (5)</td></tr><tr><td>Four (4) years with qualification/certification</td><td>Very Good (4)</td></tr><tr><td>Three (3) years' experience with qualification/certification</td><td>Good (3)</td></tr></table>
NB. Provide certified copies of the qualification or certificates (not copies of certified copies) The experience must be verifiable from the CV provided indicating the start and end dates of projects completed or companies worked for.</td><td>10</td></tr>
<tr><td>4. Company References</td><td>The company must provide at least three (3) reference letters for previous jobs done in the development of the ICT Strategy in the RSA Public Sector:

<table><tr><td>Six (6) or more relevant reference letters</td><td>Excellent (5)</td></tr><tr><td>Four (4) to 5 relevant reference letters</td><td>Very Good (4)</td></tr><tr><td>Three (3) relevant reference letters</td><td>Good (3)</td></tr></table>
NB. Refer to the Company Experience Schedule and ensure the schedule is completed in full</td><td>20</td></tr>
</table>

<table>
<tr><th>Item No.</th><th>TECHNICAL EVALUATION:</th><th>Weighting</th></tr>
<tr><td>5. Approach and Methodology</td><td><u>PROJECT METHDOLOGY AND APPROACH</u>
The bidder must provide a detailed project implementation plan which addresses the requirements and objectives, with the following (but not limited to):
• Implementation framework;
• Work Breakdown Structure;
• Milestones and related deliverables;

<table><tr><td>The approach meets all three requirements and more</td><td>Excellent (5)</td></tr><tr><td>The approach meets three of the requirements above</td><td>Very Good (4)</td></tr><tr><td>The approach meets two of the requirements above</td><td>Good (3)</td></tr></table></td><td>30</td></tr>
<tr><td></td><td>Total</td><td>100</td></tr>
</table>

NB: Bidders that score less than 70 points out of 100 points on Quality Evaluation will not be evaluated further on Price and Specific Goals Evaluation.

11. PRICE AND SPECIFIC GOALS EVALUATION CRITERIA (STAGE 3)

11.1 Price Evaluation

TETA applies the provisions of the **Preferential Procurement Policy Framework Act, (Act no.5 of 2000) and** the **Preferential Procurement Policy Framework Act Regulations of 2022.**

Preferential points will be allocated using 80/20 as follows: Criteria	**Points**
Price	80
Specific Goals	
B-BBEE status of level contributor	10
Other Specific Goals	10
Total	**100**

Ps =80 $\left(1-\frac{Pt-P\min}{P\min}\right)$

Where

Ps = Points scored for price of tender under consideration

Pt = Rand value of tender under consideration

Pmin = Price of lowest acceptable tender

11.2 Specific Goals Evaluation

The following Table will be used to allocate the scores as this is an 80/20 bid:

B-BBEE Status Level of Contributor	**Number of Points (80/20)**
1	10
2	9
3	7
4	6
5	4
6	3
7	2
8	1
Non-compliant contributor	0
Other Specific Goals	**10**
1. Who had no franchise in national elections before 1983 and 1993 Constitutions	3
2. Who is a female	3
3. Who has disability	2
4. Who is young (youth)	2

NB: The bid will be awarded to a bidder who scores the total highest points on Price and Specific Goals Evaluation unless there is a compelling reason not to award the bid to the highest scoring bidder.

12. DURATION OF THE PROJECT

The project will be for a duration of twelve (12) months.

13. FINANCIAL PROPOSAL

The cost must be inclusive of VAT and MUST be itemized for all the required services.

NB: TETA reserves the right to accept the proposal wholly or in part.

14. APPROVAL

RECOMMENDATION BY THE USER DEPARTMENT					
	X				
Recommended		Not recommended			
EXECUTIVE MANAGER: CSU	Mrs Kgatile Nkala	**Signature:**		**Date:**	14/10/ 2026

APPROVAL BY SCM					
	x				
Approved		Not Approved			
SCM MANAGER	Mr Zukisani Mangaliso	**Signature:**		**Date:**	14/10/2026

ANNEXURE A: SCHEDULE OF THE COMPANY'S EXPERIENCE

LIST OF REFERENCES COMPANY NAME: _____

No.	Name of Institution	Project Description	Project Start Date (dd/mm/yyyy)	Project End Date (dd/mm/yyyy)	Name of Reference	Contacts Details of Reference	
						Telephone No.	Email Address
1.							
2.							
3.							
4.							
5.							
6.							
7.							

ANNEXURE B: SCHEDULE OF EXPERIENCE OF PROJECT MANAGER

LIST **OF REFERENCES MANGER NAME:** _____

No.	Name of Institution	Project Description	Project Start Date (dd/mm/yyyy)	Project End Date (dd/mm/yyyy)	Name of Reference	Contacts Details of Reference	
						Telephone No.	Email Address
1							
2							
3							
4							
5							
6							
7							