

REQUEST FOR QUOTATION APPOINTMENT OF A SERVICE PROVIDER TO IMPLEMENT AND OPERATIONALISE DATA GOVERNANCE STRATEGY, FRAMEWORK AND DATA MANAGEMENT FOR SIX (6) MONTHS

INTRODUCTION

The Passenger Rail Agency of South Africa PRASA invites suitably qualified and experienced service providers to submit quotations for the development, deployment and operationalisation of an enterprise-wide Data Governance Strategy, Framework and Data Management capability for a period of six (6) months. The appointment is intended to enable PRASA to realise the full value of its recently deployed Data Governance Platform, which incorporates modern data warehouse, data lake, data integration and analytical capabilities.

BACKGROUND

PRASA has recently deployed an enterprise Data Governance Platform incorporating modern data warehouse and data lake capabilities. This strategic investment provides a centralised, secure and scalable foundation for integrating, storing, processing and analysing data from multiple business and operational systems across the organisation. However, technology alone cannot ensure that data is accurate, consistent, secure, accessible and fit for purpose. The value of the platform is therefore dependent on the establishment of effective Data Governance and Data Management practices that define clear accountability, ownership, standards, controls and processes across the full data lifecycle.

PRASA consequently requires an enterprise-wide Data Governance Strategy and Framework implementation to guide how data is created, classified, integrated, protected, maintained, shared, retained and used. This must be supported by a structured Data Management capability covering data quality, metadata management, master and reference data, data architecture, security, privacy, lineage and lifecycle management. These capabilities will enable PRASA to establish trusted and authoritative data, comply with applicable legislative and regulatory requirements, reduce fragmented and duplicated information, and improve operational and executive decision-making. They will also provide the foundation required to successfully deliver priority data initiatives, including Customer 360, Passenger Count, Integrated Financial Reporting and Train Tracking, while ensuring that PRASA realises the full business value of its investment in the Data Governance Platform.

3. OBJECTIVES

- Review , Deploy and operationalise an enterprise-wide Data Governance Strategy and Framework aligned with PRASA's strategic, operational, legislative and regulatory requirements.
- Establish sustainable Data Management capabilities, including data quality, ownership, stewardship, architecture, integration, metadata, security, privacy and lifecycle management.
- Maximise the value of PRASA's Data Governance Platform and improve the accuracy, consistency, accessibility, security and reliability of data for reporting and decision-making.
- Implement priority data initiatives, including Customer 360, Passenger Count, Integrated Financial Reporting and Train Tracking.
- Provide full-time specialist resources comprising an experienced Power BI Specialist, Data Scientist, Data Engineer and Data Architect, while facilitating skills transfer and ensuring the sustainability of the implemented capabilities.

4. SCOPE OF WORK

The appointed service provider shall deploy and operationalise PRASA's Data Governance Strategy, Framework and Data Management capability over a period of six (6) months. The scope of work shall include, but not be limited to, the following:

4.1 Current-State Assessment

- Assess PRASA's existing data governance, data management, data architecture, reporting and analytics environment.
- Review the current Data Governance Platform, including its data warehouse, data lake, integration, reporting and analytical capabilities.
- Identify gaps relating to data ownership, quality, accessibility, integration, security, privacy, metadata, lineage and lifecycle management.
- Identify key data sources, systems, stakeholders, dependencies, risks and priority business requirements.
- Produce a current-state assessment and recommendations report.

4.2 Data Governance Strategy and Framework

- Develop/review, refine and operationalise an enterprise-wide Data Governance Strategy aligned with PRASA's business and digital objectives.
- Develop a Data Governance Framework that defines governance principles, structures, decision rights, accountabilities and escalation mechanisms.

- Review/develop a data architecture that defines the structures, standards, models, integration patterns and technology components required to securely collect, integrate, store, manage and use PRASA's data across the enterprise.
- Establish and run appropriate governance bodies, including a Data Governance Council and supporting data governance forums.
- Define and document the roles and responsibilities of data owners, data stewards, data custodians, system owners and data users.
- Develop a governance operating model and responsibility assignment matrix.
- Establish processes for monitoring compliance with approved data policies, standards and controls.

4.3 Data Governance Policies, Standards and Procedures

- Develop or refine policies, standards and procedures covering data quality, classification, access, sharing, integration, retention, security, privacy and acceptable use.
- Establish standards for data naming, modelling, definitions, capture, storage and reporting.
- Develop processes for the identification, registration, assessment, escalation and resolution of data-related issues.
- Align the governance controls with applicable legislation, regulations and PRASA policies, including requirements relating to information security and the protection of personal information.
- Establish a process for the approval, publication, review and maintenance of data governance documents.

4.4 Data Management Implementation – Priority Data Initiatives

- Establish practical Data Management capabilities across the full data lifecycle.
- Define and implement data quality rules, controls, validation processes and remediation procedures.
- Develop a business glossary, data dictionary and metadata repository for priority data domains.
- Document data lineage from source systems through integration and transformation processes to reports and analytical products.
- Establish master and reference data management principles and controls.
- Define data retention, archival and disposal requirements.
- Identify authoritative data sources and reduce duplicated, fragmented or inconsistent data.
- Develop data management performance measures, dashboards and reporting mechanisms.

4.5 Data Architecture and Integration

- Assess and refine PRASA's enterprise data architecture in alignment with the Data Governance Platform.
- Develop target-state data architecture for the priority initiatives included in this appointment.
- Design data models, integration patterns, data pipelines and information flows.
- Integrate relevant operational and business data into the data warehouse and data lake environments.
- Implement appropriate controls for data ingestion, transformation, validation, storage and consumption.
- Ensure that the proposed architecture is secure, scalable, maintainable and aligned with PRASA's technology standards.
- Produce technical documentation for all developed data models, interfaces, pipelines and architectural components.

4.6 Priority Data Initiatives

The service provider shall design, develop, deploy and operationalise the following priority initiatives:

4.6.1 Customer 360

- Develop a consolidated and trusted view of customer information from relevant PRASA systems and data sources.
- Define customer master data, matching, deduplication and data quality rules.
- Develop customer profiles, segmentation models and relevant analytical dashboards.
- Implement controls for the secure and lawful processing of customer information.

4.6.2 Passenger Count

- Integrate passenger-count information from available operational systems and approved data sources.
- Establish consistent passenger-count definitions, measures and validation rules.
- Develop reporting and analytical dashboards showing passenger volumes, trends, routes, stations, services and relevant time periods.
- Enable reconciliation, exception identification and improved passenger-demand analysis.

4.6.3 Integrated Financial Reporting

- Integrate relevant financial and operational information to support consistent and reliable financial reporting.

- Establish common financial data definitions, business rules, mappings and reconciliation controls.
- Develop integrated dashboards and reports for financial performance, budget monitoring, expenditure, revenue and management reporting.
- Improve traceability from reported financial information to its originating source.

4.6.4 Train Tracking

- Integrate available train movement, scheduling and operational information.
- Develop an integrated view of train location, service status, delays and operational performance, subject to source-system availability.
- Establish data quality and validation controls for train-tracking information.
- Develop operational dashboards and analytical reports to support service monitoring and decision-making.
- For each priority initiative, the service provider shall confirm detailed requirements, document data sources, define acceptance criteria, conduct testing, support deployment and provide operational documentation.

4.7 Specialist Resources

The service provider shall provide the following suitably qualified and experienced resources on a full-time basis for the period of six-months (6) to execute this project:

- **Data Governance Lead/Project Lead:** Responsible for overall design, executive engagement, governance forums and delivery
- **Privacy and Information Governance Specialist:** Responsible for Privacy controls and alignment with PRASA's Information Officer and security functions
- **Power BI Specialist:** Responsible for developing data models, interactive dashboards, reports, visualisations, performance measures and controlled reporting solutions.
- **Data Scientist:** Responsible for exploratory analysis, statistical modelling, forecasting, segmentation, pattern identification and advanced analytics supporting the priority initiatives.
- **Data Engineer:** Responsible for data ingestion, integration, transformation, pipelines, quality controls, automation and the reliable movement of data across the platform.
- **Data Architect:** Responsible for the enterprise and solution data architecture, data models, data integration principles, standards, metadata, lineage and alignment of technical solutions with governance requirements.
- **Data Quality and Meta Data Specialist:** Responsible for Critical data elements, quality measures, issue management and metadata register to ensure that organisational data is accurate, complete, consistent, reliable, and fit for purpose.
- **Data Analyst:** to collect, interpret, and analyse data to support business decisions.
- **Business Analyst/Change Management Lead:** responsible for stewardship procedures, workshops, adoption and knowledge transfer

The proposed resources shall work collaboratively with PRASA stakeholders and must remain available for the duration of the appointment. Replacement of any approved resource shall be subject to prior written approval by PRASA and the replacement must possess equivalent or superior qualifications and experience.

4.8 Programme and Project Management

- Develop and maintain a detailed six-month implementation plan covering activities, milestones, dependencies, responsibilities and deliverables.
- Apply appropriate project governance, risk management, issue management and change-control processes.
- Conduct regular project and technical working sessions with PRASA stakeholders.
- Submit progress reports reflecting work completed, planned activities, risks, issues, decisions and required interventions.
- Maintain project registers, including risks, issues, decisions, actions, changes and deliverables.
- Manage stakeholder engagement and communication throughout the assignment.

4.9 Change Management, Training and Knowledge Transfer

- Establish stakeholder buy-in
- Develop and implement a stakeholder engagement and adoption plan.
- Conduct awareness and training sessions for data owners, data stewards, technical teams, business users and management.
- Provide practical knowledge transfer through joint delivery, coaching, workshops and documented procedures.
- Develop user guides, technical manuals, governance guides and training materials.
- Ensure that designated PRASA personnel are able to administer, maintain and support the implemented capabilities following completion of the contract.

4.10 Testing, Deployment and Handover

- Develop test plans, test cases and acceptance criteria for all implemented solutions.
- Conduct data validation, system integration, performance and user-acceptance testing.
- Resolve identified defects and obtain formal acceptance from authorised PRASA stakeholders.
- Deploy approved solutions into the relevant PRASA environments in accordance with established change-management processes.
- Submit complete solution, governance, operational and technical documentation.

- Conduct formal handover sessions and provide a close-out report detailing achievements, outstanding matters, lessons learned and recommendations.

4.11 Key Deliverables

The service provider shall deliver, at a minimum:

- Current-state assessment and gap-analysis report.
- Approved Data Governance Strategy and Framework.
- Data governance operating model, structures and responsibility matrix.
- Data governance and Data Management policies, standards and procedures.
- Business glossary, data dictionary, metadata and data-lineage documentation.
- Target-state data architecture, data models and integration designs.
- Implemented data pipelines, quality controls and reporting mechanisms.
- Operational Customer 360, Passenger Count, Integrated Financial Reporting and Train Tracking solutions.
- Power BI dashboards, analytical models and management reports.
- Training materials, user guides and knowledge-transfer records.
- Monthly progress reports and updated project registers.
- Final implementation roadmap, sustainability plan, handover documentation and close-out report.

All deliverables shall be reviewed and approved by PRASA and must comply with PRASA's governance, architecture, information security, technology and document-management requirements.authority.

5. TECHNICAL SPECIFICATIONS AND DELIVERABLES

All outputs must be PRASA-specific, evidence-based, internally consistent, version-controlled and supported by editable source files. Bidders must propose milestone dates within the six-month term. Deliverables may be developed concurrently.

#	Deliverable	Minimum Content	Target Timing
1	Inception and project plan	Scope, stakeholders, RACI, schedule, risks, reporting cadence and acceptance plan.	Week 1
2	Current-state assessment	Data governance maturity, current practices, issues, data domains, source-system landscape and priority findings.	Week 3
3	Data and information governance strategy	Vision, principles, strategic objectives, roadmap, governance priorities and implementation sequencing.	Week 5

#	Deliverable	Minimum Content	Target Timing
4	Governance framework and operating model	Roles, decision rights, committees, ToR, stewardship model, standards, KPIs and escalation procedures.	Week 7
5	Customer 360 governance pack	Data model, source mapping, privacy controls, match logic, quality rules, backlog and prototype or dashboard requirements.	Week 10
6	Passenger Count governance pack	Metric definitions, source mapping, lineage, quality controls, validation rules and reporting requirements.	Week 12
7	Integrated Financial Reporting governance pack	Financial reporting model, reconciliations, definitions, audit controls and dashboard/report structures.	Week 16
8	Train Tracking governance pack	Operational metrics, source mapping, latency requirements, lineage, quality controls and implementation backlog.	Week 20
9	Knowledge transfer and handover pack	Training materials, working sessions, operating procedures, editable artefacts, open risks and sustainment plan.	Week 24

6. KEY RESOURCE REQUIREMENTS

Submit CVs, certified qualifications, applicable professional certifications and signed resource consent and availability letters. Certified copies must not be older than three months where certification is requested by PRASA.

#	Role	Qualification / Certification	Experience and Capability
1	Data Governance and Management Lead/Project Lead	DAMA Certified Data Management Professional (CDMP) at Practitioner level or above, or related certification	At least 8 or more years in data management, including at least 3 or more years leading governance implementation
2	Privacy and Information Governance Specialist	Relevant degree or diploma in ICT, computer science, data management, Data governance or ICT Governance.	Demonstrable POPIA, classification, retention and access governance experience

#	Role	Qualification / Certification	Experience and Capability
3	Experienced Power BI Specialist	Relevant degree or diploma in ICT, analytics, data, finance or related field. Microsoft Power BI certification or equivalent.	At least 8 years' experience developing Power BI semantic models, DAX measures, dashboards, report governance, performance optimisation, deployment pipelines and user enablement.
4	Data Scientist	Relevant degree or diploma in statistics, mathematics, data science, computer science, engineering or related field.	At least 8 years' experience in statistical analysis, machine learning, forecasting, data profiling, feature engineering, model documentation and business insight generation.
5	Data Engineer	Relevant degree or diploma in computer science, ICT, data engineering or related field. A valid HCIE-Cloud or HCIP-Cloud certifications issued by the OEM of PRASA's existing Private Cloud and Data Platform.	At least 8 years' experience designing and building data pipelines, integration patterns, data quality checks, data stores, APIs, SQL, scripting and operational data workflows.
6	Data Architect	Relevant degree or diploma in ICT, computer science, data management or enterprise architecture. Data governance, architecture or DAMA-related certification is preferred.	At least 8 years' experience in data architecture, data modelling, metadata, master data, lineage, integration architecture, governance standards and enterprise information design.
7	Data Quality Specialist	Relevant degree or diploma in ICT, computer science, data management or Data governance, architecture or DAMA-related certification is preferred.	At least 8 years' experience in data management, data quality, or data governance roles Specializing in Data quality assessments, Root cause analysis, Data remediation, Data governance programs and Enterprise data management
8	Data Analyst	Relevant degree or diploma in ICT, computer science,	At least 8 years' experience analytics or reporting roles

#	Role	Qualification / Certification	Experience and Capability
		data management or Data governance, architecture or DAMA-related certification is preferred.	Specializing in Data extraction and transformation, KPI reporting Business intelligence, Trend analysis and Predictive analytics
9	Business Analyst/ Change Management Lead	Relevant degree or diploma in ICT, computer science, data management, Data governance or Change Management	At least 8 years' experience facilitating cross-functional processes and training

7. CONTRACT PERIOD

The contract term is six (06) months from appointment. The service provider shall work with PRASA's ICT, business owners, finance, operations and nominated governance structures.

8. SUPPLIERS BRIEFING

No briefing session will be held unless SCM issues a formal notice to bidders. Any clarification questions and PRASA responses must be managed through the official procurement channel.

9. EVALUATION PROCESS

Interested bidders shall be evaluated for administrative responsiveness, substantive responsiveness, mandatory technical compliance, technical/functionality and preference points. The evaluation committee will apply the following stages:

Evaluation Stage	Basis
Stage 1A - Mandatory Compliance	Substantive responsiveness.
Stage 1B - Basic Compliance	Administrative responsiveness.
Stage 1C - Mandatory Technical Compliance	Enablement-specific technical requirements.
Stage 2 - Technical / Functionality	At least 70/100 and rating of at least 3/5 in every criterion.
Stage 3 - Price and Specific Goals	80 points for price and 20 for specific goals.

10.1 Stage 1 - Mandatory and Basic Compliance

10.1.1 Stage 1A - Mandatory Compliance

Failure to submit a mandatory document below will result in disqualification.

#	Requirement	Yes/ No	Evidence Required
a	Signed JV, consortium, subcontracting or partnering agreement where applicable.		Signed agreement or explicit "Not applicable".
b	The supplier must have Information security certification or ISO/IEC 27001		Provide the Information Security or ISO/IEC 27001 certificate

10.1.2 Stage 1B - Basic Compliance

Failure to submit a basic compliance document may result in disqualification. Where permissible, PRASA may request the outstanding document within a specified period, for example seven (7) days.

#	Description of Requirement	Comply (Yes/No)	Evidence Required
a)	Original or certified B-BBEE certificate issued by a SANAS-accredited verification agency, or the applicable sworn affidavit for an EME or QSE. A JV/consortium must submit a combined certificate in the name of the JV/consortium.		Valid B-BBEE certificate or applicable sworn affidavit; combined certificate for a JV or consortium.
b)	Central Supplier Database (CSD) registration number. A bidder not registered on CSD may be afforded fourteen (14) days after the closing date to register, subject to PRASA procurement requirements.		CSD supplier number or CSD registration report.
c)	Valid Tax Compliance Status PIN issued by SARS.		Valid SARS Tax Compliance Status PIN.
d)	Company registration documents.		CIPC company registration documents.
e)	Copies of directors' identity documents.		Copies of directors' identity documents.

10.1.3 Stage 1C - Mandatory Technical Compliance

Failure to submit or meet any mandatory technical requirement below will result in automatic disqualification.

#	Requirement	Yes/ No	Evidence Required
a	The bidder must submit all nine (9) mandatory key resources specified in section 6 and confirm their availability for the full six-month contract period.. Signed availability confirmation, completed Annexure B, CVs, certified qualifications and relevant certifications for all seven resources.		Signed availability confirmation, completed Annexure B, CVs, certified qualifications and relevant certifications for all seven resources.
b	The bidder shall propose at least one technical personnel with relevant implementation experience and valid HCIE-Cloud or HCIP-Cloud certifications issued by the OEM of PRASA's existing Private Cloud and Data Platform.		Provide a valid HCIE-Cloud or HCIP-Cloud certificate for atleast on technical personnel.
c	The Lead Data Governance and Management must have DAMA Certified Data Management Professional (CDMP) at Practitioner level or above, or related certification		Provide certified copy of the DAMA Certified Data Management Professional (CDMP) at Practitioner level or above, or related

10.2 Stage 2 - Technical / Functionality

Bidders that meet all Stage 1 requirements will be evaluated on technical/functionality. The minimum threshold is 70 points out of 100. Bidders scoring below the threshold will not proceed to Stage 3.

#	Criterion	Weight
1	Relevant Company Experience	40
2	Capability of Key Resources	40
3	Technical Approach and Enablement Methodology	20
	TOTAL	100

Criterion	Evidence Evaluated	Scoring Bands	Weight
Relevant Company Experience	Verifiable client reference letters in the clients's letterhead	No references or non-compliant client references = 0 points 1 Client reference = 1 point 2 Client references = 2 points 3 Client references = 3 points 4 Client references = 4 points 5 or more Client references = 5 points	40
Capability of Key Resources	CV and certified qualifications for the Data Governance and Management Lead/Project Lead	Less than 8 years relevant experience = 0 8 years experience = 1 9–10 years experience = 2 11 – 12 years experience = 3 13 – 14 years experience = 4 15 or more years experience = 5 Total: ----- of 3	40
	CV and certified qualifications for the Privacy and Information Governance Specialist	Less than 8 years relevant experience = 0 8 years experience = 1 9–10 years experience = 2 11 – 12 years experience = 3 13 – 14 years experience = 4 15 or more years experience = 5 Total: ----- of 3	
	CV and certified qualifications for the Data Scientist	Less than 8 years relevant experience = 0 8 years experience = 1 9–10 years experience = 2 11 – 12 years experience = 3 13 – 14 years experience = 4 15 or more years experience = 5 Total: ----- of 3	

Criterion	Evidence Evaluated	Scoring Bands	Weight
Technical Approach and Implementation Methodology	PRASA-specific response covering the a) Inception and project plan b) Current-state assessment c) Data and information governance strategy d) Governance framework and operating model e) Customer 360 governance pack f) Passenger Count governance pack g) Integrated Financial Reporting governance pack h) Train Tracking governance pack i) Knowledge transfer and handover pack	No approach write-up or approach with 1 element of the required details = 0 Approach write-up with two (2) plus, elements of the required details = 1 point Approach write-up with four (4) plus, elements of the required details = 2 points Approach write-up with six (6) plus, elements of the required details = 3 points Approach write-up with Seven (7) plus, elements of the required details = 4 points Approach write-up with 9 (9) plus, elements of the required details = 5 points	20
TOTAL			100

10.3 Stage 3 - Price and Specific Goals

The 80/20 preference point system will apply. A maximum of 80 points will be allocated for price and 20 points for the specific goals stated below.

Details	Points
Price	80
Specific Goals	20
Total	100

10.3.1 Points Awarded for Price

The following formula will be used to calculate points for price:

$$Ps = 80 [1 - ((Pt - Pmin) / Pmin)]$$

Where: Ps = points scored for the price under consideration; Pt = price under consideration; and Pmin = price of the lowest acceptable quotation.

10.3.2 Points Awarded for Price

In terms of the Preferential Procurement Regulations, preference points will be awarded for the specific goals stated below, subject to submission of the required supporting evidence.

Specific Goal	Returnable Evidence	Points Allocated	Points Claimed
Black Women Owned	Certified copies of identity documents of the owners.	4	
Black Youth Owned	Certified copies of identity documents of the owners.	4	
Owned by Black People with Disabilities	Certified copies of identity documents of the owners and a medical practitioner's confirmation of disability.	4	
B-BBEE Contributor Status Level 2 or better	Valid B-BBEE certificate or applicable affidavit.	4	
EME or QSE with at least 51% Black Ownership	Audited annual financial statements and/or valid B-BBEE certificate or applicable affidavit.	4	

ANNEXURE A: PRICING SCHEDULE

A1 - Fixed Governance Deliverables

Bidders must provide a fixed, fully inclusive price for each deliverable. Prices must include professional fees, project management, workshops, travel, administration, documentation, reporting and handover.

#	Fixed Deliverable	Pricing Unit	Price Excl. VAT
1	Inception and project management	Fixed total	R_____

#	Fixed Deliverable	Pricing Unit	Price Excl. VAT
2	Current-state assessment	Fixed total	R_____
3	Data and information governance strategy	Fixed total	R_____
4	Governance framework and operating model	Fixed total	R_____
5	Customer 360 governance project	Fixed total	R_____
6	Passenger Count governance project	Fixed total	R_____
7	Integrated Financial Reporting governance project	Fixed total	R_____
8	Train Tracking governance project	Fixed total	R_____
9	Knowledge transfer and handover	Fixed total	R_____

A3 - Overall Evaluated Quotation Price

Component	Amount Incl. VAT
A1 - Fixed governance deliverables	R_____
TOTAL EXCL. VAT	R_____
VAT (15%)	R_____
TOTAL INCL. VAT	R_____

ANNEXURE B: KEY RESOURCE SCHEDULE

Complete and place this cover page immediately before the CV of each proposed key resource. Attach the supporting CV and the required certified qualifications and certifications.

#	Required Role	Proposed Person	Years	Qualification / Certification	CV Page
1	Data Governance and Management Lead/Project Lead				
2	Privacy and Information Governance Specialist				

#	Required Role	Proposed Person	Years	Qualification / Certification	CV Page
3	Experienced Power BI Specialist				
4	Data Scientist				
5	Data Engineer				
6	Data Architect				
7	Data Quality Sepcialist				
8	Data Analyst				
9	Business Analyst/ Change Management Lead				