SOUTH AFRICAN RESERVE BANK

Financial Services Department

Procurement Division - Expression of Interest

EOI number	4974176
Description	**Request for expression of interest by prospective service providers to participate in the design and development of dynamic and interactive digital portal,and operating model for establishing a SARB internal capability for the South African Reserve Bank Group**
Issue date	11 May 2025
Non-compulsory session	South African Reserve Bank 370 Helen Joseph Street Pretoria, 0002
Closing date	02 June 2025 at 14:00
Email address	NPSvision2030EOI@resbank.co.za

About the South African Reserve Bank

The South African Reserve Bank (SARB) is the central bank of the Republic of South Africa. The SARB was established by section 9 of the Currency and Banking Act 31 of 1920 and is governed by the South African Reserve Bank Act 90 of 1989, as amended (SARB Act).

The role of the SARB is to achieve and maintain price stability in the interest of balanced and sustainable economic growth in South Africa. The achievement of price stability is quantified by the setting of an inflation target by government that serves as a yardstick against which price stability is measured. The achievement of price stability is underpinned by the stability of the financial system and financial markets. For this reason, the SARB is obliged to actively promote financial stability as one of the important determinants of price stability. The SARB has been entrusted with the overarching monetary policy goal of containing inflation and is ultimately accountable to Parliament.

Sections 223 to 225 of the Constitution of the Republic of South Africa 1996 (Constitution), the SARB Act and the regulations framed in terms of the SARB Act provide the enabling framework for the SARB's operations. The independence and autonomy of the SARB are entrenched in the Constitution. In terms of section 224 of the Constitution, "the South African Reserve Bank, in pursuit of its primary object, must perform its functions independently and without fear, favour or prejudice, but there must be regular consultation between the Bank and the Cabinet member responsible for national financial matters. "The SARB thus has a considerable degree of autonomy in the execution of its duties.

The SARB strives to function efficiently and effectively, and promotes an ethical environment based on a number of common organisational values. These values include:

- respect and trust;
- open communication;
- integrity;
- accountability; and
- excellence.

The SARB aims to be a respected institution and a beacon of stability that follows an agile, responsive and flexible approach to its operations.

All dates and times in this Expression of Interest (EOI) are based on South African Standard Time (GMT+2). The dates and times stipulated in this EOI are subject to change at the SARB's sole discretion. Any such changes will be communicated by the SARB to suppliers using the same channel used to publish this EOI. These dates and times do not create an obligation on the part of the SARB to take any action, or create any right for a supplier to demand that the SARB executes a certain action, on a specific date at a certain time.
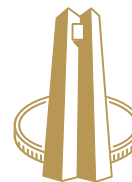
SOUTH AFRICAN RESERVE BANK

Financial Services Department

Request for expression of interest from prospective service providers to participate in the design and development of dynamic and interactive digital portal, and operating model for establishing a SARB internal capability for the South African Reserve Bank Group

1. Project background

The National Payment System Department (NPSD) of the SARB develops multi-year strategies that provide a comprehensive policy framework and strategic guidance for the department. The current strategy, NPSD Vision 2025, published in 2018, is ending on 31 December 2025. Thereby, a new strategy, NPSD Digital Vision 2030+, will take effect.

The current strategy is a traditional static document that limits the ability to accommodate real-time updates, and it is not available on an interactive digital platform. To address this challenge, the NPSD is undertaking an initiative to develop a dynamic and interactive digital framework for its Vision 2025 and Vision 30+. This new framework will be housed on SARB's website.

1.1 Business Problem / Opportunity statement

The current NPSD Vision 2025 framework is outdated and unsuitable to support SARB's evolving policy needs. As a static document, it cannot adapt to real-time updates, interdependencies, or strategic trade-offs required for effective decision-making. This limitation impairs SARB's agility and innovation in addressing financial stability and technological advances within the payment's ecosystem.

The NPSD Vision 2025, which was published in 2018, has not undergone formal revision since then despite the SARB having initiated various transformational initiatives/perspectives. The vision document is a "flat" plan document that is not available on an online interactive platform and is difficult to regularly update; it is not a dynamic digital document. As a result, the NPSD is planning to replace the existing NPSD Vision 2025 document with an online, regularly updated, interactive homepage,

with subpages and navigation that will be housed on the SARB's website. The new NPSD Digital Vision 2030+ will then be visually presented in this manner as well.

2. Project scope and objectives

2.1 Primary objective

This EOI relates to the determination of highly skilled and experienced partners who will be able to assist with the user experience design, content management operating model, secure development, implementation and maintenance of the NPSD Digital Vision framework linked to the SARB Adobe AEM (Adobe Experience Manager) website, and providing optimised, dynamic and interactive webpages that will replace the current static NPSD Vision document. This new framework will be hosted on SARB's website, enabling real-time updates, improved accessibility, and enhanced strategic guidance for the NPSD. By transitioning from a static document to an interactive digital platform, the initiative aims to improve policy formulation, support strategic decision-making, and align with evolving industry needs and technological advancements

2.2 Strategic alignment

2.2.1 Bank Strategy

The project aligns with and supports the Bank's Strategy 2025 - 2030's Strategic Focus Area (SFA) 2 "Safeguard the stability of the financial and (SFA) 3 "Enhance the resilience, effectiveness and accessibility of payments" and system"

Furthermore, the project aligns the following SARB Enablement Focus Areas (EFA):

- EFA 2 - Enhance public trust in the SARB through communication and engagement
- EFA 3 - Leverage the use of data and technology

2.2.2 Department Strategy

The project aligns to the NPS' Vision 2025 strategy by contributing towards achieving transparency and promoting innovation'

3. Shortlisting criteria

3.1. Partner Short list Consideration

- Respondents will be assessed for meeting a set of minimal requirements to be invited to participate in a subsequent RFP process which will include a short

Proof of Capability to show the partner's capabilities to meet the business and technical needs.

- Security needs to be a key consideration in the design, development and implementation of the solution.

- Ease of onboarding for anyone that wants to participate is a key success factor.

- Must be efficient and cost effective to operate.

- The solution must leverage the latest technologies and give consideration to existing SARB standards such as Adobe AEM, Microsoft Power BI and be easily accessible and re-usable.

- Being a client facing web-enabled front end, the solution must be designed to be fully redundant, performant, and scalable.

- Open and accessible – conforming to accepted standards, open interfaces with well documented specifications, etc.

- Interoperability via open standards and guidelines to enable information to be re-used across and expansion to various departments across the SARB.

- Adhere to international standards e.g. encryption, storage and transmission of credentials securely for content administrators etc.

- Content changes to be able to be independently assessed, audited, and subject to role-based access enforcement.

3.2. RFP and Proof of Capability

Partners who meet the minimum requirements will be invited to complete the Request for Proposal and demonstrate their capabilities by providing an initial design and mock up website to demonstrate their skills by enabling the SARB NPSD Vision 2025 interactive pages similar to the World Economic Forum's https://intelligence.weforum.org/topics/a1Gb0000001SG51EAG page. Data to support the NPSD Vision 2025 will be provided in an excel spreadsheet format.

3.2.1. Proof of Capability

The RFP and Proof of Capability is estimated to take 2 to 5 months, and the SARB is planning to appoint a single service provider based on responses received and the Proof of Capability evaluation outcomes. The SARB is prepared to compensate successful service providers, partially or in full, for their efforts should they be appointed to participate in the proof of capability. To this end, it is important that service providers include in their response any expected or estimated costs to be incurred that may be recoverable from SARB. The SARB does not make a commitment to reimburse all participants in full, but rather to allocate an equal sum to each consortium, group of

providers selected to participate in the proof of capability on a fair and transparent basis. The SARB will own any design and approach Intellectual Property (IP) that will be created during the POC and can use it in any way it sees fit.

As part of responding to this EOI, a proposal should be made for how to run the Proof of Capability within the constraints provided above.

During the POC, the areas that should be explored include the ones listed below:
- User Experience Design;
- Content Management;
- Hub and Spoke Operating Model to maintain content;
- Technology, Integration & Security – leveraging where possible SARB standards;
- Governance;
- Non-Functional Requirements; and
- Other.

3.2.2. Information requested as part of this EOI:

Based on the context provided above and making use of Annexure A – provide a response on the below questions. The response can include artefacts not in the word template but clearly marked and referred to in the template should it be deemed necessary. Additionally, you are welcome to share any considerations that you deem important and want to bring under SARB consideration but that was not specifically asked for or mentioned as part of this EOI.

- Provide a high-level approach and design of how you propose the interactive website should be implemented – indicate at a high level, how content will be managed and whether the design is centralised, federated, distributed, or a hybrid between some of these or any other design if applicable. The design and approach should be on a high level, clearly marked and no more than 4 pages.
- Provide a list of interactive reference sites developed by your team and / or organisation.
- Indicate the technology you propose to be used as well as the amount of custom development / configuration that is required – state any assumptions and noting SARB standards for Adobe AEM, Microsoft Power Platform, Neo4J, SQL/Oracle.
- Discuss the range of supported content management options between marketing, central versus departmental digital content management considering the level of centralisation of control, funding, shared liability, accountability and support, including Artificial Intelligence support and enrichment.

- Based on the technology and the design proposed clearly indicate:
  a. How you propose to accomplish integrating with the existing SARB AEM website (www.resbank.co.za) – both the technology and the user-experience approach.
  b. How you propose to be able to scale your solution in terms of the ability to serve high content request volumes.
  c. How you propose to onboard / author content and ensure the content is continuously maintained securely by relevant owners.
  d. How you propose to ensure the solution is secure.
- Indicate how you propose the Proof of Capability will be run with yourselves – taking note that as an output, a document with the design, approach and any other important considerations and assumptions should be delivered, highlighting any changes or concerns related to SARB's initial principles, considerations or use cases. The POC will also have to include at least some practical technology demonstration of key concepts to prove viability of the proposed approach and solution components. Indicate the key people that will work closely on this project with the SARB as well as their credentials.
- Indicate an estimated time to implement a full solution – state any assumptions.
- Indicate a proposed high level rollout strategy for NPSD and the overall SARB.
- Indicate the key factors to achieve success with the enablement of the solution for SARB.
- Indicate the key stumbling blocks to achieve success.

3.2.3. Technical requirements

a. Technical evaluation criteria

- Proposals received from suppliers who have failed to comply with the SARB's pre-qualification criteria and/or mandatory requirements will not be evaluated, subject to the SARB's right to condone non-compliance by a supplier with any administrative requirements.
- A supplier's ability to execute this EOI will be evaluated based on a combination of the evaluation criteria selected below.
- The SARB may also opt to conduct a practical assessment of the supplier's offering pursuant to completing a technical evaluation of such supplier's proposal.
- The SARB may at its sole discretion elect to select only the highest scoring technology solution into the RFP process, based on technical evaluation scores.

TECHNICAL EVALUATION CRITERIA FOR TECHNICAL PROPOSALS			
No.	**Main criteria**	**Sub-criteria**	**Weighting**
1.	**Approach and Design**	Provide a high-level approach and design of how you propose the interactive website should be implemented – indicate at a high level how content will be managed and whether the design is centralised, federated, distributed, or a hybrid between some of these or any other design if applicable. The design and approach should be on a high level, clearly marked and no more than 4 pages. **Scoring Matrix** **0** = No evidence that requirements can be met by the provider (**Non-existent**). **1** = Some requirements can be met but not all critical and high value requirement can be met, usability is cumbersome and questionable (**Inadequate**). **2** = Critical Requirements met, but no high value requirements met. Usability average (**Acceptable**) **3** = Critical Requirements met but limited high value requirements met. Usability above average (**Good**). **4** = Critical Requirements met, and high value requirements met. Usability excellent (**Excellent**).	20
	Subtotal		**20**
No.	**Main criteria**	**Sub-criteria**	**Weighting**
2.	**Reference sites**	Provide a list of interactive reference sites developed by your team and / or organisation. **Scoring Matrix** **0** = No evidence that requirements can be met by the provider (**Non-existent**). **1** = Some requirements can be met but not all critical and high value requirement can be met, usability is	15

		cumbersome and questionable (**Inadequate**).	
		2 = Critical Requirements met, but no high value requirements met. Usability average (**Acceptable**)	
		3 = Critical Requirements met but limited high value requirements met. Usability above average (**Good**).	
		4 = Critical Requirements met, and high value requirements met. Usability excellent (**Excellent**).	
	Subtotal		15

No.	Main criteria	Sub-criteria	Weighting
3.	**Technology alignment**	Indicate the technology you propose to be used as well as the amount of custom development / configuration that is required – state any assumptions and noting SARB standards for Adobe AEM, Microsoft Power Platform, Neo4J, SQL/Oracle. **Scoring Matrix** **0** = No evidence that requirements can be met by the provider (**Non-existent**). **1** = Some requirements can be met but not all critical and high value requirement can be met, usability is cumbersome and questionable (**Inadequate**). **2** = Critical Requirements met, but no high value requirements met. Usability average (**Acceptable**) **3** = Critical Requirements met but limited high value requirements met. Usability above average (**Good**). **4** = Critical Requirements met, and high value requirements met. Usability excellent (**Excellent**).	10
	Subtotal		**10**

No.	Main criteria	Sub-criteria	Weighting
4.	**Content Management options**	Discuss the range of supported content management options between marketing, central versus departmental digital content management considering the level of centralisation of control, funding, shared liability,	5

| | | accountability and support, including Artificial Intelligence support and enrichment.

Scoring Matrix

0 = No evidence that requirements can be met by the provider (**Non-existent**).

1 = Some requirements can be met but not all critical and high value requirement can be met, usability is cumbersome and questionable (**Inadequate**).

2 = Critical Requirements met, but no high value requirements met. Usability average (**Acceptable**)

3 = Critical Requirements met but limited high value requirements met. Usability above average (**Good**).

4 = Critical Requirements met, and high value requirements met. Usability excellent (**Excellent**). | |
|---|---|---|---|
| | **Subtotal** | | 5 |
| 5. | **Integration with SARB website** | How you propose to accomplish integrating with the existing SARB AEM website (www.resbank.co.za) – both the technology and the user-experience approach.

Scoring Matrix

0 = No evidence that requirements can be met by the provider (**Non-existent**).

1 = Some requirements can be met but not all critical and high value requirement can be met, usability is cumbersome and questionable (**Inadequate**).

2 = Critical Requirements met, but no high value requirements met. Usability average (**Acceptable**)

3 = Critical Requirements met but limited high value requirements met. Usability above average (**Good**).

4 = Critical Requirements met, and high value requirements met. Usability excellent (**Excellent**) | 5 |

	Subtotal		5
6.	**Scalability**	Propose how you will be able to scale up your solution in terms of the ability to serve high content request volumes. **Scoring Matrix** **0** = No evidence that requirements can be met by the provider (**Non-existent**). **1** = Some requirements can be met but not all critical and high value requirement can be met, usability is cumbersome and questionable (**Inadequate**). **2** = Critical Requirements met, but no high value requirements met. Usability average (**Acceptable**) **3** = Critical Requirements met but limited high value requirements met. Usability above average (**Good**). **4** = Critical Requirements met, and high value requirements met. Usability excellent (**Excellent**).	5
	Subtotal		5
7.	**Secure Content Management**	Propose how you will onboard / author content and ensure the content is continuously maintained securely by relevant owners. **Scoring Matrix** **0** = No evidence that requirements can be met by the provider (**Non-existent**). **1** = Some requirements can be met but not all critical and high value requirement can be met, usability is cumbersome and questionable (**Inadequate**). **2** = Critical Requirements met, but no high value requirements met. Usability average (**Acceptable**) **3** = Critical Requirements met but limited high value requirements met. Usability above average (**Good**).	5

		4 = Critical Requirements met, and high value requirements met. Usability excellent (**Excellent**).	
	Subtotal		5
8.	**Security**	Propose how you will be able to ensure the solution is secure. **Scoring Matrix** **0** = No evidence that requirements can be met by the provider (**Non-existent**). **1** = Some requirements can be met but not all critical and high value requirement can be met, usability is cumbersome and questionable (**Inadequate**). **2** = Critical Requirements met, but no high value requirements met. Usability average (**Acceptable**) **3** = Critical Requirements met but limited high value requirements met. Usability above average (**Good**). **4** = Critical Requirements met, and high value requirements met. Usability excellent (**Excellent**).	5
	Subtotal		5
9.	**POC practicality**	Propose how the Proof of Capability will be run with yourselves – taking note that as an output, a document with the design, approach and any other important considerations and assumptions should be delivered, highlighting any changes or concerns related to SARB's initial principles, considerations or use cases. The POC will also have to include at least some practical technology demonstration of key concepts to prove viability of the proposed approach and solution components. Indicate the key people that will work closely on this project with the SARB as well as their credentials. **Scoring Matrix**	10

		0 = No evidence that requirements can be met by the provider (**Non-existent**). **1** = Some requirements can be met but not all critical and high value requirement can be met, usability is cumbersome and questionable (**Inadequate**). **2** = Critical Requirements met, but no high value requirements met. Usability average (**Acceptable**) **3** = Critical Requirements met but limited high value requirements met. Usability above average (**Good**). **4** = Critical Requirements met, and high value requirements met. Usability excellent (**Excellent**).	
	Subtotal		10
10.	**Time to deliver**	Indicate an estimated project duration to implement a full solution – state any assumptions. **Scoring Matrix** **0** = No evidence that requirements can be met by the provider (**Non-existent**). **1** = Some requirements can be met but not all critical and high value requirement can be met, usability is cumbersome and questionable (**Inadequate**). **2** = Critical Requirements met, but no high value requirements met. Usability average (**Acceptable**) **3** = Critical Requirements met but limited high value requirements met. Usability above average (**Good**). **4** = Critical Requirements met, and high value requirements met. Usability excellent (**Excellent**).	5
	Subtotal		5
11.	**Rollout strategy**	Propose a high-level rollout strategy for NPSD and the overall SARB. **Scoring Matrix**	5

		0 = No evidence that requirements can be met by the provider (**Non-existent**).	
		1 = Some requirements can be met but not all critical and high value requirement can be met, usability is cumbersome and questionable (**Inadequate**).	
		2 = Critical Requirements met, but no high value requirements met. Usability average (**Acceptable**)	
		3 = Critical Requirements met but limited high value requirements met. Usability above average (**Good**).	
		4 = Critical Requirements met, and high value requirements met. Usability excellent (**Excellent**).	
	Subtotal		5
12.		Indicate the key factors to achieve success with the enablement of the solution for SARB. **Scoring Matrix** **0** = No evidence that requirements can be met by the provider (**Non-existent**). **1** = Some requirements can be met but not all critical and high value requirement can be met, usability is cumbersome and questionable (**Inadequate**). **2** = Critical Requirements met, but no high value requirements met. Usability average (**Acceptable**) **3** = Critical Requirements met but limited high value requirements met. Usability above average (**Good**). **4** = Critical Requirements met, and high value requirements met. Usability excellent (**Excellent**).	5
	Subtotal		5
13.	**Risks**	Indicate the key stumbling blocks to achieve success. **Scoring Matrix**	5

		0 = No evidence that requirements can be met by the provider (**Non-existent**).	
		1 = Some requirements can be met but not all critical and high value requirement can be met, usability is cumbersome and questionable (**Inadequate**).	
		2 = Critical Requirements met, but no high value requirements met. Usability average (**Acceptable**)	
		3 = Critical Requirements met but limited high value requirements met. Usability above average (**Good**).	
		4 = Critical Requirements met, and high value requirements met. Usability excellent (**Excellent**).	
	Subtotal		5
	TOTAL POINTS THAT CAN BE SCORED FOR TECHNICAL PROPOSALS		100

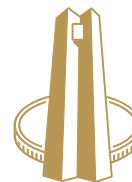|	**YES**	**NO**
Minimum threshold applicable to technical evaluation		
	X	
If threshold is applicable, minimum score which the supplier must achieve for technical evaluation.	**70 points**	

The SARB accordingly invites potential suppliers to express their interest by completing the below questionnaire and returning the required documentation to the following email address: NPSvision2030EOI@resbank.co.za. The response to this EOI must be in electronic MS Word **and** PDF format. The closing date and time for this EOI and submission of the documents is **02 June 2025 at 14:00.**

No late submissions will be accepted.

Interested service providers must kindly take note that the SARB is a national key point and, as such, the appointed supplier may be subjected to extensive security vetting as required by applicable legislation.

Enquiries:

Should you have any queries regarding this EOI, please contact Neo Theledi at NPSvision2030EOI@resbank.co.za or 012 399 7739.
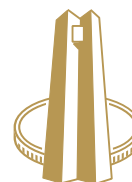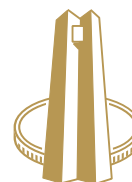
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Financial Services Department

Questionnaire

EOI number	4974176
Description	**Request for expression of interest from prospective service providers to participate in the design and development of dynamic and interactive digital portal, and operating model for establishing a SARB internal capability for the for the South African Reserve Bank**
Issue date	11 May 2025
Closing date	02 June 2025 at 14:00pm

Request issued by	
Institution	South African Reserve Bank
Address	370 Helen Joseph Street Pretoria

Response submitted by	
Name of service provider	
Contact person	
Contact details	
Email address	

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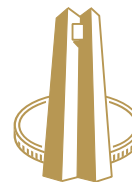SOUTH AFRICAN RESERVE BANK

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	Checklist and returnable schedule (*Note: If the proposed supplier is a joint venture or consortium, every party to the joint venture or consortium must provide the documentation requested below, as well as a copy of the agreement between the joint venture parties and/or members of the consortium) **Please provide the relevant section and page number in the 'Yes' box and indicate the corresponding page numbers in the response document.**	*Please tick the appropriate box*		*Reference to pages in response documents*
		Yes	**No**	
Technical requirements – refer to 3.2.3 Technical requirements above				
Pre-qualification requirements				
	Valid and current company tax clearance certificate(s)			
	Valid broad-based black economic empowerment (B-BBEE) rating certificate(s) − South African companies only			
	Valid and current company registration certificate issued by the Companies and Intellectual Property Commission (CIPC) (Note: If registered in other jurisdictions, proof of such registration must also be submitted)			
	Certified copies of the last three (3) years' audited financial statements			

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Particulars of each potential professional consultant - (Section A)

Particulars of each potential service provider					
(*For joint ventures, each partner must complete and submit this form)					
Name of service provider					
Has done work or is currently doing work for	SARB		SABN		South African Mint
Type of enterprise	Individual	Sole proprietor	Partnership	Close corporation	Private company
Enterprise registration no.					
Identity number (if sole proprietor or partner)					
VAT registration no.					
Personal income tax no. (if sole proprietor or partner)					
Professional memberships and/or affiliations					
Types and limits of insurance cover					
Physical address (of local office)					
Email address					
Telephone and facsimile no.					
Name of contact person					
Authorised signatory and capacity					
Details of auditor or accountant					

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B-BBEE status of potential service provider - (Section B)

B-BBEE

The service provider must complete the table below.

If the service provider is a joint venture or consortium, each party to the joint venture or consortium must complete the table.

Broad-based black economic empowerment	
B-BBEE level	
Percentage of black ownership	
Percentage of black women ownership	

A copy of the valid B-BBEE certificate must be submitted to the SARB.