

RFP094/2026_QUESTION AND ANSWERS_APPOINTMENT OF AN INDEPENDENT PROFESSIONAL SERVICE PROVIDER TO REVIEW THE DBSA DELEGATION OF AUTHORITY FRAMEWORK AND MASTER DELEGATION MATRIX

QUESTIONS AND ANSWERS

Ref	DBSA RFP094/2026 - Clarification Questions	DBSA Response
1	Governance Framework, Charters and Document Baseline	
1.1	The RFP notes that the Delegation of Authority Framework and Master Delegation Matrix are aligned with the DBSA Governance Framework, Board Charter, Board Committee Charters, Management Committee Charters and approved organizational structure. Can DBSA confirm whether these governance documents have already been updated to reflect the recently approved Target Operating Model (TOM) and if not would the updating of the Governance Framework, Board Charter, Board Committee Charters, and Management Committee Charters be in scope?	Please note that the update of the Governance Framework, Board Charter, Board Committee Charters, and Management Committee Charters does not form part of the current scope of work.
1.2	Can DBSA confirm whether the Board and Board Committee charters currently available on the DBSA website (About Us – Governance section) represent the latest approved versions that should be used as the baseline for this review?	The website will be updated on Monday.
1.3	If more recent approved versions exist, will these be made available to the successful bidder?	Yes.
1.4	Have any Board, Committee, Executive Committee or Management Committee structures, mandates or reporting arrangements changed following completion of the TOM and Management Committee Review exercises?	The composition of the Committees has been updated to align with the new organizational structure.
1.5	Have policies and frameworks been updated to align with and incorporate the implications of the Target Operating Model?	The organizational structure has been revised to align with the outcomes and requirements of the approved Target Operating Model (TOM).
1.6	If policies and frameworks have been updated, have the resulting policy considerations been incorporated into the Delegation of Authority Framework and Master Delegation Matrix?	The organizational structure has been updated to reflect the outcomes of the Target Operating Model (TOM), and the composition of the Committees has



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Z Mbele*, L Milne, D Moephuli, J Muthige, C Naidoo, J Netshitenzhe,
B Nqwababa, E Pieterse

*Executive
Bathobile Sowazi (Company Secretary)

1258 Lever Rd,
Headway Hill,
Midrand,
1685

011 313 3911
011 313 3500

www.dbsa.org

		been revised accordingly to align with the new structure
2	Scope Boundaries	
2.1	Where governance misalignments are identified between the DoA Framework, Delegation Matrix, governance structures, committee mandates and the TOM, is the expectation that the service provider: • assess and report on these misalignments only; or • update/redraft the relevant governance documentation and structures as part of the assignment?	The update is expected to be on the Delegation of Authority (DOA) Framework and DOA Matrix documents.
2.2	Where committee mandates, governance forums or governance structures are found to be inconsistent with the TOM or decision architecture requirements, should remediation thereof form part of the assignment scope?	This forms part of the gap analysis. While a Gap Analysis Report is included as a deliverable, the scope does not extend to updating any governance documents, with the exception of the Delegation of Authority (DOA) Framework and DOA Matrix, which are expected to be updated as part of the assignment.
3	Approval Thresholds and Delegation Limits	
3.1	The RFP refers to the rationalization of approval thresholds, authority allocations, governance bottlenecks and decision-making pathways. Can DBSA clarify whether the assignment is expected to: • align existing delegation limits to revised roles and structures; or • review, calibrate and recommend revised delegation thresholds and authority limits?	Yes.
4	Target Operating Model and Organizational Design	
4.1	The RFP requires incorporation of insights arising from both the TOM and the Management Committee Review. Will the relevant output and supporting documentation from these exercises be provided to the successful bidder?	Yes.
4.2	Have the recommendations arising from the TOM and Management Committee Review been fully implemented?	Implementation is currently underway.
4.3	Where implementation remains in progress, should recommendations be aligned to: • the approved future-state design; or • the current implemented operating model?	Yes
5	Deliverables and Level of Detail	
5.1	To what level of organizational detail is the revised Delegation Matrix expected to extend?	All positions of accountability across the organization
6	Implementation and Transition Support	



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6.1	Beyond development of the revised Framework, Matrix, implementation guide, user guide and training materials, is any hands-on implementation support expected from the successful bidder?	The successful bidder will be expected to provide implementation support through presentations
7	Additional Questions and Answers	
7.1	Will the successful bidder receive the complete TOM and supporting organizational design documentation?	Yes
7.2	Will supporting process maps and approval workflows be made available where necessary to validate delegated authorities?	Yes
7.3	Will DBSA recognize broader governance transformation and decision-rights engagements as relevant experience under the functionality criteria?	Relevant experience should be aligned with the requirements and scope of work as defined in the Terms of Reference (TOR).
7.4	Will anonymized/redacted case studies be accepted where documentation contains confidential client information or proprietary methodologies?	Yes

NOTED BY:

Signed by:

Mpumelelo Nhlangulela

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Mpumelelo Nhlangulela

HEAD: SCM LENDING

14-07-2026



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P Nqeto (Board Deputy Chairman)

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