

INVITATION TO BID

BID NO:

RAF/2025/00018

For

BID DESCRIPTION:

**APPOINTMENT OF SUITABLY QUALIFIED SERVICE PROVIDER TO UPGRADE
THE ENTIRE RAF'S SAP ECC 6.0 LANDSCAPE TO SAP S/4HANA AND
IMPLEMENTATION OF SAP SUCCESS FACTORS MODULES**

PUBLICATION DATE: 26 JUNE 2025

BRIEFING SESSION DATE AND TIME: 8 JULY 2025 @ 11:00 AM

A NON-COMPULSORY BRIEFING SESSION WILL BE HELD AT:

ROAD ACCIDENT FUND: HEAD OFFICE

**420 WITCH- HAZEL AVENUE, ECO-GLADES 2
CENTURION,0046**

CLOSING DATE: 21 JULY 2025 @ 11H00 AM

***Note: Faxed and/or Emailed Proposals/ bids will not be accepted, only hand delivered and
couriered Proposals/ bids must be deposited in the tender box on or before the closing date
and time.***

TABLE OF CONTENTS FOR BID RAF/2025/00018

1. PART A: INVITATION TO BID
2. PART B: TERMS AND CONDITIONS FOR BIDDING
3. SBD 3.1: PRICING SCHEDULE (FIRM PRICES)
4. SBD 4: DECLARATION OF INTEREST
5. SBD 5: NATIONAL INDUSTRIAL PARTICIPATION PROGRAMME
6. SBD 6.1: PREFERENCE POINTS CLAIM FORM
7. SPECIFICATION DOCUMENT
8. GENERAL CONDITIONS OF CONTRACT

IMPORTANT NOTES:

1. Bid documents are available on the website (www.raf.co.za) at no cost.

2. Submission of Proposals

- Bid responses must be placed in the tender box clearly marked with a tender number and description; and
- Bidders are required to submit an original Bid Document/Proposal and a copy of the
- The proposal must be deposited in the tender box situated at the reception of RAF at the below address:

**Road Accident Fund (RAF), Eco Glades 2 Office Park, 420 Witch-hazel Avenue,
Centurion, 0046**

3. Validity Period

The proposal submitted by the supplier must be valid for a period of 90 days, from the closing date for the submission of proposals.

4. Enquiries

All enquiries regarding this bid must be directed to the Supply Chain Management Office:

Bid Enquiries: Bathabile Mahlangu

E-mail address: bathabilem@raf.co.za.

Note: No telephonic enquiries will be entertained.

Closing date and time for Bid questions and enquiries: **11 July 2025**

Publication date for Questions & Answers: **14 July 2025**

Questions and Answers will be published on the RAF website and eTender portal.

Important Notes:

1. All questions/enquiries must be forwarded in writing to the e-mail address above; and
2. Questions/enquiries received after the above-stated date and time will not be entertained.

MANDATORY/ LEGISLATIVE REQUIREMENTS

This stage checks and validates the bidders' compliance to the legal requirements to conduct business in South Africa, as well as to the industry requirement for the supply of goods and services.

NB: No points will be allocated at this stage; however, bidders' that do not comply with the pre-qualification requirements below will be disqualified and will not advance to the next stage of evaluation.

Returnable Documents / Information	Check list ✓ Tick each box
SBD 1: Completed, attached and signed	
SBD 3.1 or 3.2 or 3.3 Completed, attached and signed	
SBD 4: Completed, attached and signed	
SBD 5: Completed, attached and signed	
SBD 6.1: Completed, attached and signed	
Proof of Construction Industry Development Board (CIDB) registration, if applicable.	
Specification document: Completed, attached and signed	
General Condition of contract: Initialled and attached	
Provide Tax TCS Pin to verify Tax Status: Attached (In bids where Consortia/Joint Ventures/Sub-contractors are involved, each party must submit a separate Tax Clearance Certificate.)	
If the bidder is a joint venture, consortium or other unincorporated grouping of two or more persons/ entities, a copy of the joint venture agreement between the members should be provided.	
Registered on the Central Supplier Database of National Treasury. (For registration information, go to https://secure.csd.gov.za/)	

Note: Some requirements may not be applicable to international suppliers/ bidders and only those suppliers/ bidders will be exempted from these mandatory/ legislative requirements. All SBDs must be submitted (signed) noting where it is not applicable. If any specific SBD is not submitted, documentary proof, clearly stating the reason must be attached.

PART A INVITATION TO BID

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE ROAD ACCIDENT FUND					
BID NUMBER:	RAF/2025/00018	CLOSING DATE:	21 July 2025	CLOSING TIME:	11H00
DESCRIPTION	APPOINTMENT OF A SUITABLY QUALIFIED SERVICE PROVIDER TO UPGRADE THE ENTIRE RAF'S SAP ECC 6.0 LANDSCAPE TO SAP S/4HANA AND IMPLEMENTATION OF SAP SUCCESS FACTORS MODULES.				
BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED AT THE ROAD ACCIDENT FUND					
Road Accident Fund (RAF) Eco Glades 2 Office Park					
420 Witch-Hazel Avenue					
Centurion					
0046					
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO			TECHNICAL ENQUIRIES MAY BE DIRECTED TO:		
CONTACT PERSON	Bathabile Mahlangu		CONTACT PERSON		
TELEPHONE NUMBER			TELEPHONE NUMBER		
FACSIMILE NUMBER	N/A		FACSIMILE NUMBER		
E-MAIL ADDRESS	bathabilem@raf.co.za		E-MAIL ADDRESS		
SUPPLIER INFORMATION					
NAME OF BIDDER					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		
CELLPHONE NUMBER					
FACSIMILE NUMBER	CODE		NUMBER		
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER					
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE No:	MAAA

1 ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ENCLOSE PROOF]	2 ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES, ANSWER THE QUESTIONNAIRE BELOW]
--	--	---	--

QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS	
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?	<input type="checkbox"/> YES <input type="checkbox"/> NO
DOES THE ENTITY HAVE A BRANCH IN THE RSA?	<input type="checkbox"/> YES <input type="checkbox"/> NO
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?	<input type="checkbox"/> YES <input type="checkbox"/> NO
DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?	<input type="checkbox"/> YES <input type="checkbox"/> NO
IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?	<input type="checkbox"/> YES <input type="checkbox"/> NO
IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW.	

PART B
TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:
1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED–(NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.
1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.
1.4. THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).
2. TAX COMPLIANCE REQUIREMENTS
2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.
2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA.
2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
2.6 WHERE NO TCS PIN IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
2.7 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE."

NB: FAILURE TO PROVIDE / OR COMPLY WITH ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.

SIGNATURE OF BIDDER:.....

CAPACITY UNDER WHICH THIS BID IS SIGNED:.....
(Proof of authority must be submitted e.g. company resolution)

PRICING SCHEDULE
(Professional Services)

NAME OF BIDDER: BID NO.:
CLOSING TIME: 11:00 CLOSING DATE:.....

OFFER TO BE VALID FORDAYS FROM THE CLOSING DATE OF BID.

ITEM NO INCLUDED)	DESCRIPTION	BID PRICE IN RSA CURRENCY **(ALL APPLICABLE TAXES
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1. The accompanying information must be used for the formulation of proposals.

2. Bidders are required to indicate a ceiling price based on the total estimated time for completion of all phases and including all expenses inclusive of all applicable taxes for the project.
R.....

3. PERSONS WHO WILL BE INVOLVED IN THE PROJECT AND RATES APPLICABLE (CERTIFIED INVOICES MUST BE RENDERED IN TERMS HEREOF)

4. PERSON AND POSITION	HOURLY RATE	DAILY RATE
.....	R-----	-----
.....	R-----	-----
.....	R-----	-----
.....	R-----	-----
.....	R-----	-----

5. PHASES ACCORDING TO WHICH THE PROJECT WILL BE COMPLETED, COST PER PHASE AND MAN-DAYS TO BE SPENT

.....	R-----	-----days
.....	R-----	----- days
.....	R-----	----- days
.....	R-----	----- days

5.1 Travel expenses (specify, for example rate/km and total km, class of airtravel, etc). Only actual costs are recoverable. Proof of the expenses incurred must accompany certified invoices.

DESCRIPTION OF EXPENSE TO BE INCURRED AMOUNT	RATE	QUANTITY
.....
R.....		

.....
R.....		
.....
R.....		
.....
R.....		
		TOTAL:
R.....		

** "all applicable taxes" includes value- added tax, pay as you earn, income tax, unemployment insurance fund contributions and skills development levies.

5.2 Other expenses, for example accommodation (specify, eg. Three star hotel, bed and breakfast, telephone cost, reproduction cost, etc.). On basis of these particulars, certified invoices will be checked for correctness. Proof of the expenses must accompany invoices.

DESCRIPTION OF EXPENSE TO BE INCURRED	RATE	QUANTITY	AMOUNT
.....	R.....
.....	R.....
.....	R.....
.....	R.....

TOTAL: R.....

6. Period required for commencement with project after Acceptance of bid

.....

7. Estimated man-days for completion of project

.....

8. Are the rates quoted firm for the full period of contract?
*YES/NO

9. If not firm for the full period, provide details of the basis on which adjustments will be applied for, for example consumer price index.

.....

.....

.....

.....

*[DELETE IF NOT APPLICABLE]

Any enquiries regarding bidding procedures may be directed to the –

(Road Accident Fund: Head Office,420 Witch- Hazel Avenue, Eco-Glades, Centurion,0046)

Tel:

Or for technical information –

(INSERT NAME OF CONTACT PERSON)

Tel:

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

2. Bidder's declaration

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest¹ in the enterprise, employed by the state? **YES/NO**

2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

¹ the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

2.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? **YES/NO**

2.2.1 If so, furnish particulars:

.....
.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract? **YES/NO**

2.3.1 If so, furnish particulars:

.....
.....

3. DECLARATION

I, the undersigned, (name)..... in submitting the accompanying bid, do hereby make the following statements that I certify to be true and complete in every respect:

3.1 I have read and I understand the contents of this disclosure;

3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;

3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium² will not be construed as collusive bidding.

3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.

² Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

3.5 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.

3.6 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.

3.7 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....

Signature

.....

Date

.....

Position

.....

Name of bidder

THE NATIONAL INDUSTRIAL PARTICIPATION PROGRAMME INTRODUCTION

The National Industrial Participation (NIP) Programme, which is applicable to all government procurement contracts that have an imported content, became effective on 1 September 1996.

The NIP Policy and Guidelines were fully endorsed by Cabinet on 30 April 1997. In terms of the Cabinet decision, all state and parastatal purchases/lease contracts (for goods, works and services) entered into after this date, are subject to the NIP requirements. NIP is obligatory and therefore must be complied with. The Industrial Participation Secretariat (IPS) of the Department of Trade and Industry (dti) is charged with the responsibility of administering:

1 PILLARS OF THE PROGRAMME

1.1 The NIP obligation is benchmarked against the imported content of the contract. Any contract having an imported content equal to or exceeding US\$10 million or other currency equivalent to US\$10 million will have an NIP obligation. This threshold of US\$10 million can be reached as follows:

(a) Any single contract with imported content exceeding US\$10 million.
or

(b) Multiple contracts for the same goods, works or services each with imported content exceeding US\$3 million awarded to one seller over a two-year period which exceeds US\$10 million in total.
or

(c) A contract with a renewable option clause, where should the option be exercised, the total value of the imported content will exceed US\$10 million.
or

(d) Multiple suppliers of the same goods, works or services under the same contract, where the value of the imported content of each allocation is equal to or exceeds US\$3 million worth of goods, works or services to the same government institution, which in total over a two-year period exceeds US\$10 million.

1.2

The NIP obligation applicable to suppliers in respect of subparagraphs 1.1 (a) to 1.1 (c) above will amount to 30% of the imported content, whilst suppliers in respect of sub-paragraph 1.1 (d) shall incur 30% of the total NIP obligation on a pro-rata basis.

1.3 To satisfy the NIP obligation, the dti would negotiate and conclude agreements such as investments, joint ventures, sub-contracting, licensee production, export promotion, sourcing arrangements and research and development (R&D) with partners, or suppliers

1.4 A period of seven years has been identified as the time frame within which to discharge the obligation.

2 REQUIREMENTS OF THE DEPARTMENT OF TRADE AND INDUSTRY

2.1 In order to ensure effective implementation of the programme, successful bidders (contractors) are required to, immediately after the award of a contract

that is in excess of R10 million, submit details of such a contract to the dti for reporting purposes.

- 2.2 The purpose for reporting details of contracts in excess of the amount of R10 million is to cater for multiple contracts for the same goods, works or services; renewable contracts and multiple suppliers for the same goods, works or services under the same contract as provided for in sub-paragraphs 1.1.(b) to 1.1. (d) above.

3 BID SUBMISSION AND CONTRACT REPORTING REQUIREMENTS OF BIDDERS AND SUCCESSFUL BIDDERS (CONTRACTORS)

- 3.1 Bidders are required to sign and submit this Standard Bidding Document (SBD 5) together with the bid on the closing date and time.
- 3.2 In order to accommodate multiple contracts for the same goods, works or services, renewable contracts and multiple suppliers for the same goods, works or services under the same contract as indicated in sub-paragraphs 1.1 (b) to 1.1 (d) above and to enable the dti in determining the NIP obligation, successful bidders (contractors) are required, immediately after being officially notified about any successful bid with a value in excess of R10 million, to contact and furnish the dti with the following information:
- Bid/contract number;
 - Description of the goods, works or services;
 - Date on which the contract was accepted;
 - Name, address and contact details of the government institution;
 - Value of the contract; and
 - Imported content of the contract, if possible.
- 3.3 The information required in paragraph 3.2 above must be sent to the Department of Trade and Industry, Private Bag X 84, Pretoria, 0001 for the attention of Mr Elias Malapane within five (5) working days after award of the contract. Mr Elias Malapane may be contacted on telephone number (012) 394 1401, facsimile (012) 394 2401 or e-mail at Elias@thedti.gov.za for further details about the programme.

4 PROCESS TO SATISFY THE NIP OBLIGATION

- 4.1 Once the successful bidder (contractor) has made contact with and furnished the dti with the information required, the following steps will be followed:
- a. The contractor and the dti will determine the NIP obligation;
 - b. The contractor and the dti will sign the NIP obligation agreement;
 - c. The contractor will submit a performance guarantee to the dti;
 - d. The contractor will submit a business concept for consideration and approval by the dti;
 - e. Upon approval of the business concept by the dti, the contractor will submit detailed business plans outlining the business concepts;
 - f. The contractor will implement the business plans; and
 - g. The contractor will submit bi-annual progress reports on approved plans to the dti.
- 4.2 The NIP obligation agreement is between the dti and the successful bidder (contractor) and, therefore, does not involve the purchasing institution.

Bid number

Closing date:

Name of

bidder.....

Postal address

.....

.....

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022

This preference form must form part of all tenders invited. It contains general information and serves as a claim form for preference points for specific goals.

NB: BEFORE COMPLETING THIS FORM, TENDERERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE TENDER AND PREFERENTIAL PROCUREMENT REGULATIONS, 2022

1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to invitations to tender:

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
- the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

1.2 **To be completed by the organ of state**

(delete whichever is not applicable for this tender).

a) The applicable preference point system for this tender is the **80/20** preference point system.

1.3 Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:

- (a) Price; and
- (b) Specific Goals.

1.4 **To be completed by the organ of state:**

The maximum points for this tender are allocated as follows:

	POINTS
PRICE	80
SPECIFIC GOALS	20
Total points for Price and SPECIFIC GOALS	100

1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.

1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in

any manner required by the organ of state.

2. DEFINITIONS

- (a) **“tender”** means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) **“price”** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) **“tender for income-generating contracts”** means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) **“the Act”** means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

3.1.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

A maximum of 80 or 90 points is allocated for price on the following basis:

$$\begin{array}{ccc} \mathbf{80/20} & \mathbf{or} & \mathbf{90/10} \\ P_s = 80 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right) & \text{or} & P_s = 90 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right) \end{array}$$

Where

P_s = Points scored for price of tender under consideration

P_t = Price of tender under consideration

P_{min} = Price of lowest acceptable tender

3.2. FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME GENERATING PROCUREMENT

3.2.1. POINTS AWARDED FOR PRICE

A maximum of 80 or 90 points is allocated for price on the following basis:

$$\begin{array}{ccc} \mathbf{80/20} & \mathbf{or} & \mathbf{90/10} \\ P_s = 80 \left(1 + \frac{P_t - P_{max}}{P_{max}} \right) & \text{or} & P_s = 90 \left(1 + \frac{P_t - P_{max}}{P_{max}} \right) \end{array}$$

Where

- Ps = Points scored for price of tender under consideration
Pt = Price of tender under consideration
Pmax = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

- 4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:
- 4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—
- (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
 - (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system, then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.

Table 1: Specific goals for the tender and points claimed are indicated per the table below.

(Note to organs of state: Where either the 90/10 or 80/20 preference point system is applicable, corresponding points must also be indicated as such.)

Note to tenderers: The tenderer must indicate how they claim points for each preference point system.)

The specific goals allocated points in terms of this tender	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points allocated (80/20 system) (To be completed by the organ of state)
South African citizen who had no franchise in national elections prior to the introduction of the Constitution of the Republic of South Africa, 1983 (Act 200 of 1983) or the Constitution of the Republic of South Africa, 1996. (minimum 51% ownership or more)	10	
Women (minimum 51% ownership or more)	8	

Persons with disabilities (minimum 51% ownership or more)	2	

DECLARATION WITH REGARD TO COMPANY/FIRM

4.3. Name of company/firm.....

4.4. Company registration number:

4.5. TYPE OF COMPANY/ FIRM

- ☐ Partnership/Joint Venture / Consortium
 - ☐ One-person business/sole propriety
 - ☐ Close corporation
 - ☐ Public Company
 - ☐ Personal Liability Company
 - ☐ (Pty) Limited
 - ☐ Non-Profit Company
 - ☐ State Owned Company
- [TICK APPLICABLE BOX]

4.6. I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
 - (a) disqualify the person from the tendering process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution, if deemed necessary.

.....
SIGNATURE(S) OF TENDERER(S)

SURNAME AND NAME:

DATE:

ADDRESS:

.....

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BID SPECIFICATION - APPOINTMENT OF A SUITABLY QUALIFIED SERVICE PROVIDER TO UPGRADE THE ENTIRE RAF'S SAP ECC 6.0 LANDSCAPE TO SAP S/4HANA AND IMPLEMENTATION OF SAP SUCCESSFACTORS MODULES.

1. BACKGROUND OF THE ROAD ACCIDENT FUND

The Road Accident Fund (RAF) is a schedule 3A Public Entity established in terms of the Road Accident Fund Act, 1996 (Act No. 56 of 1996), as amended. Its mandate is the provision of compulsory social insurance cover to all users of South African roads, to rehabilitate and compensate persons injured as a result of the negligent driving of motor vehicles in a timely and caring manner, and to actively promote the safe use of our roads.

The customer base of the RAF comprises not only the South African public, but all foreigners who may have had accidents within the borders of the country. The RAF Head Office is in Centurion and there are various offices in Pretoria, Johannesburg, East London, Durban, and Cape Town. In line with implementation of its revised operating model, RAF is currently opening Customer experience Centres in each province in the country.

2. SPECIAL INSTRUCTIONS TO BIDDERS

- 2.1 The bidder must be an eligible, registered service provider in terms of the applicable laws of the country.
- 2.2 The bidder must have a business continuity management plan, which must be available for inspection by the RAF during the subsistence of rendering services to the RAF.
- 2.3 The Evaluation Criteria that were published with a Request for Proposal/ Bids will be used to assess bidders' responses and no amendment after the closing of a bid. Bid Proposals must be clearly indexed and cross referenced to a Table of Contents.
- 2.4 Companies or Directors included on the National Treasury register of Restricted Suppliers and/ or Tender Defaulters will be automatically disqualified from the bidding process.
- 2.5 As prescribed all Standard Bidding Documents (SBD Forms – Returnable Documents) must be fully completed and duly signed. All Returnable Documents must be submitted with the proposal at the closing of a bid.
- 2.6 The RAF will confirm the following prior to any award being made:
 - That the bidder is registered on the National Treasury Central Supplier Database (CSD)
 - The bidder's tax status is compliant with the South African Revenue Service (SARS), in cases where the recommended bidder is non-compliant with SARS, the bidder will be

allowed (seven) 07 working days to rectify their tax matters, if the bidder fails to rectify their tax matters, they will then be disqualified once the 7 working day period lapses.

3. BACKGROUND OF THE BID

The RAF seeks to appoint a highly qualified and experienced Information Technology (IT) services provider to comprehensively upgrade our SAP ECC 6.0 landscape to the SAP S/4HANA platform. This critical initiative demands adherence to SAP's recommended roadmap and best practices for upgrade and migration.

The RAF has commenced its transformation journey, which began with the approval of the 2020 – 2025 Strategy. One of the RAF Strategy's focus is "System Modernisation," which strives to improve the RAF's service delivery to its internal and external stakeholders by introducing cutting-edge technology. The Technology and Digital division has adopted a cloud-based strategy. The current on-premises solutions are being moved to the cloud to support the RAF Strategy.

The current RAF landscape is SAP ERP EHP8, SP19, on an Oracle 19G database. This configuration means a Unicode conversion is not required for this upgrade project. The HCM is highly customised. Furthermore, the existing system utilises an enhanced CVI Cockpit Tool for Customer Vendor Integration activities.

This upgrade will modernise the enterprise solutions, providing a robust, scalable, and efficient platform with best-in-class functionalities and regulatory compliance. Replacing our end-of-life SAP system and infrastructure is critical to the project as this will reduce costs, enable new capabilities (Reduced Sign-On, SAP Fiori, SAP Ariba, and SAP SuccessFactors), and drive significant improvements in business performance.

The project aims to: -

1. Successfully upgrade the SAP ERP ECC 6.0 to SAP S/4HANA on Private Cloud, maintaining existing functionality while capitalising on S/4HANA's enhanced features and best practices. To maximise process efficiency, reduce maintenance costs, and enhance business agility. Custom solutions will be replaced with enhanced SAP S/4HANA functionalities wherever possible while preserving existing optimised configurations.
2. Implement SAP SuccessFactors to automate Human Capital (HC) processes and enhance employee life cycle (hire to retire). This automation coupled with centralised employee data, will reduce manual effort, improve efficiency, and eliminate data silos.
3. Implement SAP Joule to give RAF staff an Artificial Intelligence (AI) assistant that enhances their experience while reducing manual HC efforts.

4. Implement SAP Fiori to promote flexibility and convenience, improve user experience, and increase user satisfaction through enhanced accessibility from any device (desktop, tablet and mobile).
5. Implement SAP Ariba to automate the core procurement processes, including requisition, purchase order creation, invoice processing, and payment execution. This will accelerate the entire procurement cycle, significantly reducing manual effort, processing time and streamlining operations from sourcing to payment. The Ariba implementation will also provide a centralised platform for managing all supplier information, including onboarding, qualification, performance, and risk.
6. Strengthen the security of all SAP deployments within the RAF's environment. The whole S/4HANA upgrade will enable the RAF to gain valuable business advantages, including improved planning capabilities, streamlined execution, robust reporting, insightful data analysis, and the automation of key business processes.

The SAP implementation must demonstrate adherence to the principles of Privacy by Design, ensuring that data protection is embedded throughout the system architecture, business processes, and lifecycle. This includes proactive measures for data minimisation, access control, user consent, secure data processing, and auditability in line with POPIA and international data protection standards.

4. SCOPE OF WORK

The scope of work includes the following: -

- 4.1 License analysis, optimisation, and recommendation.
- 4.2 Entire upgrade from SAP ERP ECC 6.0 to SAP S/4HANA.
 - 4.2.1 Functional upgrade.
 - 4.2.2 Technical upgrade.
 - 4.2.3 Data migration and archiving.
 - 4.2.4 Applications included in S/4HANA Upgrade (In-Scope).
 - 4.2.5 Applications excluded from S/4HANA Upgrade (Out-of-scope).
- 4.3 Implementation of SuccessFactors.
- 4.4 Standardize current SAP BW ERP Reports and create views on SAP S/4HANA.
- 4.5 Implementation of reduced sign-on (RSO) for the ESS module.
- 4.6 Implementation of SAP Fiori Apps.
- 4.7 Implementation of SAP Ariba

- 4.8 Implementation of SAP Joule
- 4.9 Compliance and Regulatory Requirements
- 4.10 Legacy System Decommissioning
- 4.11 Secure Design and Security Enhancements
- 4.12 SAP Business Integrity Screening
- 4.13 Detailed Project Risk Management Plan
- 4.14 SAP GRC Access Control with the following capability
- 4.15 Hypercare Support (3 months)
- 4.16 Post-Implementation Support and Hand Over (3 Months)
- 4.17 Benefits Realisation Management Support

All the scope items and deliverables will be subject to Outcomes-Based Service Performance Framework (OSPF), annexure A. The project team will work with the RAF project team and align with RAF project management methodology.

4.1 License analysis, optimisation, and recommendation

- 4.1.1 Assess and produce an inventory of all current software licenses, including product name, license type, quantity, and expiration dates.
- 4.1.2 Analyse license usage to identify unused or underutilised licenses.
- 4.1.3 Assess the current license compliance to identify potential gaps or risks.
- 4.1.4 Make recommendations for optimising license usage, including:
 - 4.1.4.1 License consolidation where feasible.
 - 4.1.4.2 License downgrade or upgrade.
 - 4.1.4.3 License re-allocation.
 - 4.1.4.4 Negotiating better terms with the OEM where possible.
- 4.1.5 Provide an estimation of potential cost savings from the optimisation recommendations.
- 4.1.6 Recommend future licensing strategy that aligns with the RAF's needs and budget.

4.2 Entire upgrade from SAP ERP ECC 6.0 to SAP S/4HANA.

4.2.1 Functional upgrade

- Upgrade all in-scope modules to SAP S/4HANA.
- Configure core business processes with built-in analytics capabilities.

- Functional testing at each phase, including unit, user acceptance, and performance testing.
- Ensure that the upgrade enhances and optimises existing SAP integration with other Applications.
- Ensure that all critical areas for the S/4HANA upgrade drawn from the readiness check are addressed.
- Optimise custom-built solutions with SAP S/4HANA functionalities where feasible without compromising configured and optimised processes.
- The current RAF logic for integration must not be compromised but optimised/improved.
- Analyse existing developed programs, extensions, and modifications(Z-code) and create, optimise, and remove redundancy in line with SAP ABAP best practices.
- Recommend best practices for setting up the environment/s to be provisioned for the upgrade.
- Perform all functional upgrade activities to ensure that the current SAP ECC 6-enabled functionalities are successfully deployed to S/4HANA and SuccessFactors.

4.2.2 Technical upgrade

- Conduct readiness checks and develop a detailed upgrade strategy.
- Implement and enhance security controls per RAF's security requirements and SAP security recommendations.
- Upgrade the database to S/4HANA and ensure security controls are in place.
- Deploy the HCM functionality, Configure/implement SAP SuccessFactors modules with dependencies on S/4HANA, including (Employee Central, Position Management, Employee Records, Time and Attendance, Compensation, Learning, Succession and Development, and Onboarding).
- Upgrade custom code (Z-code) using tools like ABAP Test Cockpit (ATC).
- Rehost, rebuild, or optimise applications using the SAP Activate methodology or any other appropriate SAP-sanctioned framework.
- Perform all technical upgrade activities to ensure that the entire SAP ECC 6 environment is successfully upgraded to S/4HANA.

- Reconfigure all third-party integrations including, but not limited to (privileged access management, security information and events management) and interfaces to ensure compatibility and maintain functionality.
- Potential new integrations and migration of SAP user accounts to centralised authentication (leveraging RAF central authentication repositories).
- Conduct security, disaster recovery, and performance testing.

4.2.3 Data migration and archiving

- Identify and assess the quality of data for migration.
- Develop a comprehensive data migration strategy, including data cleansing, transformation, and validation procedures. Define bulk, incremental, or hybrid migration approaches. Provide detailed plans for data extraction, loading, and testing.
- Implement robust data quality checks to ensure data accuracy and integrity before the migration.
- Extract, transform, and load data using tools like SAP Data Services.
- Ensure data integrity and accuracy throughout the migration
- Verify data accuracy post-migration.
- Implement data security/data protection controls
- Implement data archiving processes in compliance with RAF's data security, retention policies and /or applicable regulations and/or standards.

4.2.4 Applications included in the S/4HANA Upgrade (In-Scope)

4.2.4.1 SAP ERP ECC EHP8 (Payroll, HCM, FI/CO, SCM, and MM)

4.2.4.2 SAP Solution Manager 7.2

4.2.4.3 SAP Enterprise Portal (ESS & MSS)

4.2.4.4 SAP PO/PI

4.2.4.5 SAP Governance Risk and Compliance

4.2.4.6 SAP Content Server

4.2.4.1 SAP ERP ECC EHP8

- Upgrade the SAP ERP ECC EHP8 modules to SAP S/4HANA Cloud.
- SAP Payroll—Transition payroll processes to S/4HANA-compatible systems according to the

SAP recommended licensing and/or subscription.

- SAP HCM – Upgrade remaining modules to SAP SuccessFactors in line with the SAP Roadmap for HCM.
- SAP FI/CO - Enhance financial reporting, analytics, and compliance capabilities.
- Upgrade all functionality to S/4HANA equivalent per the SAP recommended licensing and/or subscription.

4.2.4.2 SAP Solution Manager 7.2

- Upgrade the SAP Solution Manager 7.2 to SAP Cloud ALM or S/4HANA equivalent in line with the RAF's agreed licensing and subscriptions.

4.2.4.3 SAP Enterprise Portal (ESS & MSS)

- Evaluate options for extension or transition to SAP Cloud Portal Services or S/4HANA equivalent in line with RAF licensing and/or subscriptions.

4.2.4.4 SAP PO/PI

- Implement/Replace SAP PO/PI with SAP Integration Suite and/or S/4HANA equivalent in line with RAF licensing and/or subscriptions.
- Implement SAP Cloud Platform Integration in line with the SAP recommended licensing and/or subscription.
- Ensure continued stability and functionality of the following integrations: Connect Direct & Bank, SAP & Guidewire and SAP & Claims.

4.2.4.5 SAP GRC/Authorisation

- Evaluate options for extension or transition to a S/4HANA equivalent in accordance with SAP's recommended licensing and/or subscription.

4.2.4.6 SAP Content Server

- Upgrade to S/4HANA equivalent per the RAF's agreed licensing and subscriptions.

4.2.4.7 Applications excluded from S/4HANA Upgrade (Out-of-scope)

- SAP BW (Business warehouse, Business object, Data services)

4.3 Implementation of SAP SuccessFactors.

- The RAF has implemented SAP SuccessFactors Recruiting and (Performance & Goals) and intends to expand its SAP SuccessFactors footprint.
- The planned expansion of our SuccessFactors implementation includes: -
 - Employee Central covering (Employee Records, Time and Attendance, Position Management).
 - Compensation.
 - Learning.
 - Succession & Development.
 - Onboarding 2.0.
- All newly implemented modules must integrate seamlessly with SAP SuccessFactors Recruiting and (Performance & Goals).
- The SAP SuccessFactors Employee Central module must integrate with both SAP Payroll and SAP S/4HANA.
- Automate RAF's standard reports and dashboards for all implemented modules.

4.4 Standardise current SAP BW ERP Reports and create views on SAP S/4HANA

- Create views of existing SAP BW ECC reports.
- Review current SAP BW ECC reports and effect improvements where possible:
 - Budget, and variance reports from the Finance (FI) module.
 - Human Capital Reports which include (Appointment Reports, Disability Report, Employment Equity, External Appointment, Headcount List, Internal Appointment Reports, Terminations List/Report).

4.5 Implementation of reduced sign-on (RSO) for the ESS module.

- Implement RSO for the ESS module.
- Ensure integration with existing RAF's identity and access management systems.
- Users must be able to access ESS via RSO using their existing corporate credentials.
- The RSO solution must seamlessly integrate with the existing ESS application and user authorisation framework.
- The implementation must include comprehensive testing in a dedicated test environment before deployment to production.
- The RSO solution must be extensible to other SAP ERP modules at a later stage in a phased approach.
- Users should be automatically authenticated to all their authorised SAP modules after initial login.

- The existing Role-based access control (RBAC) must be supported and integrated with the solution.

4.6 Implementation of SAP Fiori Apps.

- Deploy SAP Fiori Apps for a simplified user experience.
- Ensure the underlying SAP system (e.g., S/4HANA) is compatible with Fiori.
- Fiori Apps must be configured and implemented for Transactional and Analytical Apps.
- Consider the impact on existing interfaces and integrations
- Implement robust security measures to protect sensitive data accessed through Fiori apps.
- Define clear authorisation roles and permissions based on user roles and responsibilities.
- Conduct thorough user testing and gather feedback to ensure the apps meet user needs.
- Provide comprehensive training and documentation to facilitate user adoption.
- Consider the different user roles and tailor the apps accordingly.

4.7 Implementation of SAP Ariba

- Implementation of SAP Ariba is a dependent project that will commence only after the successful completion and formal validation of the core system upgrade. SAP Ariba implementation is strictly conditional upon the satisfactory implementation of the upgrade phase.
- Upon the upgrade's completion, a comprehensive project success assessment will ensure that all objectives are met.
- The Ariba implementation will proceed as the final project phase after a positive assessment.
- Implementing SAP Ariba is expected to automate and enhance the procurement process from source to pay (S2P). This includes the comprehensive end-to-end process, from the initial sourcing of suppliers to the final payment, including supplier management.
- The solution must integrate with the National Treasury's CSD where possible.
- Additional integration and reporting requirements will be outlined during the project's business requirements and scoping sessions.
- This phase will encompass the implementation and configuration of the following key processes/modules: -
 - **Procurement**
 - This module will streamline and automate the purchasing process, including requisitioning, purchase order creation, and goods receipt.
 - **Sourcing and Contracts**
 - This module will manage the entire sourcing lifecycle, from creating RFQ/RFPs and managing bids to contract authoring, negotiation, and execution.
 - **Supplier Management**

- This module will provide a centralised platform for managing supplier information, onboarding, qualification, performance, and risk.
- **Invoice and Payment Management**
- This module will automate invoice processing, approval workflows, and payment execution, ensuring timely and accurate supplier payments.

4.8 Implementation of SAP Joule

- Activate SAP Joule for SAP SuccessFactors modules.
- Ensure compliance with data privacy regulations (e.g., GDPR).
- Establish clear data access controls and audit trails.
- Ensure that the use of Joule is in line with RAF's ethical guidelines.
- Integrate SAP Joule with Microsoft Teams and other SAP modules.
- Provide comprehensive training to users on how to effectively interact with SAP Joule.

4.9 Legacy System Decommissioning

- The service provider is expected to provide:
 - A phased plan for retiring/decommissioning the legacy systems once the upgrade and migration have been successfully implemented.
 - A detailed plan on how historical data will be archived securely and cost-effectively in line with (a) RAF requirements and (b) SAP best practices.
 - A plan to reuse or retire existing resources, i.e., software licenses/subscriptions.
 - It is expected that all business capabilities and functionalities within ECC 6 will be migrated or decommissioned as agreed. There will be no orphaned functionality/systems

4.10 Compliance and Regulatory Requirements

- The service provider must ensure the following compliance requirements are incorporated into the project scope: -
- All project team members assigned to this project must be based in South Africa. RAF reserves the right to verify compliance with this requirement at any stage of the project implementation without prior notice.
- All project artifacts, such as source code, configurations, etc., must be developed and tested in line with RAF requirements.
- Ensure the SAP implementation complies with GDPR, POPIA, IFRS 17, or any applicable data protection and Privacy laws.
- The SAP GRC implementation shall encompass, at a minimum, the following areas: -
 - SAP GRC Access Control.
 - SAP GRC Processes control.
- To support financial reporting, the following capability must be available and activated only when

needed:

- Implementation of IFRS 17 financial reporting capabilities.
- Automated regulatory reporting for insurance claims, reserves, and risk-based capital.
- Integration with SAP S/4HANA Financial Accounting (FI), Controlling (CO), and Treasury.
- Support regulatory filing and reporting.
- The solution must include fraud detection mechanisms, utilising, but not limited to, the following tools: -
 - SAP Business Integrity Screening to enable real-time fraud detection on claims and financial transactions.
 - AI-driven anomaly detection for expense fraud, duplicate invoices, and false claims.
 - Use various methods to identify irregular financial transactions and insider fraud attempts.
 - Consolidated Audit logs and change monitoring.
 - Possibility of integrating with external fraud prevention tools for enhanced detection and prevention.
- The bidder must define how the upgraded system will support and comply with regulatory reporting and audit compliance checks.
- Ensure compliance and alignment with IT General Controls, ITIL, ISO 27001, or other relevant standards.
- Ensure the project complies with the RAF Act (as amended) and any other identified and relevant acts/and or prescripts as might be appropriate and applicable.
- There must be functionality to monitor, track, and log any Configuration changes after going live.
- Monitoring and reporting functionality for specified high-risk transactions must be implemented.

4.11 Security Enhancements

- The service provider must implement security enhancements for the new solution, including but not limited to the following: -
 - Implement stringent security protocols for the S/4HANA, SAP SuccessFactors, and all newly deployed environments.
 - Ensure the proper set up of roles and authorisations in accordance with SAP guidelines, industry best practices, and RAF business requirements.
 - Identify, analyse, and mitigate security weaknesses in the SAP S/4HANA, SAP SuccessFactors, and all newly deployed environments, ensuring compliance with cybersecurity standards and safeguarding data integrity.
 - Audit logs for Applications, Configurations & DB activities.
 - Enable SAP Security Audit Log (SAL) to monitor user access changes.
 - Monitor real-time alerts for unauthorised privilege escalation or role assignments.
 - Enable/Activate SAP EarlyWatch Alert for automated system health checks, covering

performance, security, and compliance.

- Ensure data encryptions where required.

4.12 Detailed Project Risk Management Plan

The service provider is required to develop a comprehensive risk management plan, which shall, at a minimum, address the following: -

- Potential risks specific to the upgrade, data migration, new configurations, downtime, and operational disruptions.
- Outline proactive measures for risk mitigation to ensure timely project delivery.
- Define comprehensive backup, recovery, and contingency plans that adhere to RAF's requirements and align with the functional and technical specifications of SAP S/4HANA, SAP SuccessFactors, and all other new configurations/deployments.
- Outline how disruptions to existing SAP functionality and business operations will be minimised during and after the project implementation.

4.13 SAP Business Integrity Screening with the following functionality

- Fraud/Anomaly Detection through configurable detection rules to identify suspicious activities.
- Integrate data from the implemented SAP modules for comprehensive screening.
- Integrate with SAP GRC (e.g., Access Control) and external systems such as the SIEM to share alerts and classify alerts by risk level, supporting timely notifications and responses.
- Reporting & Dashboards must present real-time fraud indicators views
- Support advanced analytics to discover hidden fraud patterns

4.14 SAP GRC Access Control with the following capability

- Access Risk Analysis capability with segregation of duties, rule sets configuration & conflict detection.
- Access Request Management with automated workflows supporting user access requests, approvals, and provisioning. Maintain detailed logs of all access requests and notify stakeholders at each approval step.
- Business Role Management with a centralised repository to develop and maintain roles in a single view. Predict segregation of duties conflicts and access issues before moving roles to production.
- Emergency Access Management must provide time-bound, auditable "Firefighter" access to control privileged access for urgent tasks. Provide an audit trail record of all privileged actions that require post-access reviews.
- Integrate with Identity Management Solutions through bi-directional synchronisation to keep user and role information up to date between GRC and Identity Management Solutions.
- Support provisioning & de-provisioning users, ensuring access management lifecycle processes align with RAF Access Management policies.

- Provide reports and analytics with real-time dashboards to monitor access risks, role changes, and emergency access usage.
Ability to generate compliance-focused reports (e.g., for POPIA, GDPR) and create custom analyses.

4.14 Hypercare Support (3 months)

- Resolution of all post-go-live issues to prevent business disruptions and ensure system stability.
- Incident Management that involves Rapid response, diagnosis, and resolution of system incidents, such as:
 - Severity 1 (Critical) - A system outage or major functionality impairment impacting many users. The target resolution time must be 2 hours or less.
 - Severity 2 (High) – A significant functionality impairment affecting a subset of users. The target resolution time must be 4 hours or less.
 - Severity 3 (Medium) - A minor functionality impairment or performance degradation. The target resolution time must be 8 hours or less.
 - Severity 4 (Low) – A cosmetic issue or minor documentation error. The target resolution time must be 24 hours or less.
- Problem Management through proactively identifying and resolving underlying causes of recurring incidents.
- Change Management support for implementing emergency changes and hotfixes. This includes impact assessment, testing, and deployment support.
- Providing knowledge transfer to the internal/external support team to resolve common issues.
- Proactively monitor the system to identify potential issues before they impact users.
- Regular reporting on incident trends, resolution times, and system performance.
- For the first three months after going live, in addition to remote support, the following modules (SAP Payroll, Basis, PI/PO, FICO, and SCM/MM) will require on-site support.

4.15 Post-Implementation Support and Hand Over (3 Months)

- This will be a code-freeze period; only critical fixes for issues discovered after hypercare will be deployed to production.
- Develop a comprehensive list of handover activities with clear success measures to improve handover confidence
- Collaborate with internal and external SAP maintenance and support providers to facilitate the

handover and knowledge transfer sessions.

- Conduct and execute handover & knowledge transfer sessions to ensure smooth ongoing operations.
- Train internal ICT and business staff on the administration and maintenance of the SAP S/4HANA, SAP SuccessFactors, and all other newly configured platforms.
- Provide ongoing post-implementation support for all the upgraded and implemented environments, including troubleshooting, performance tuning, and system maintenance.
- Continue to monitor and maintain the systems proactively.
- Perform regular and continuous reviews and optimisation.
- Ensure the continued security of SAP deployments based on defined minimum-security baselines and SAP-recommended best practices.
- Remediate identified security vulnerabilities through system configuration hardening and installing security and system patches/updates.
- Support requirements: -
 - Define clear service level agreements (SLAs) for support services.
 - Provide a dedicated support team with expertise in SAP S/4HANA, SAP SuccessFactors, and all newly implemented modules for administration and maintenance.
 - Ensure timely response and resolution of all post-implementation support requests.
 - Provide regular maintenance and performance tuning activities to optimise the system performance.

4.16 Benefits Realisation Management Support

The RAF is committed to realising measurable business value from this initiative. The selected vendor will be expected to collaborate with internal stakeholders to define, monitor, and report on the realisation of key benefits aligned with strategic objectives, including operational efficiency, improved user experience, and data-driven insights.

4.17.1 Vendor Obligations – Benefits Realisation Support

Responding vendors are required to address the following in their proposals:

- **Benefits Realisation Framework**

Describe your organisation's approach to benefits realisation management, including any frameworks or tools you use (e.g., Managing Benefits, PMI BRM, Agile Value Mapping). Include examples of similar engagements.

- **Benefit Traceability and KPIs**

Provide a sample benefits traceability matrix. Propose draft KPIs and baseline measures aligned with the desired business outcomes.

- **Co-Ownership and Engagement Model**

Outline how you intend to partner with our internal stakeholders to support benefit planning, tracking, and optimization.

- **Value Delivery Reporting**

Detail your approach to benefit tracking, dashboarding, and executive reporting, including cadence and governance structure.

4.17.2 Benefit Realisation Capability

The benefit realisation capability must include the following:

- Demonstrated methodology and track record in delivering measurable outcomes
- Quality and relevance of proposed KPIs and measurement frameworks
- Innovation in ongoing value optimization and reporting

4.17.3 Future Contractual Considerations

- Vendors are advised that the contract will further codify benefit realisation expectations outlined in this RFP. This may include performance-based incentives, joint review forums, and post-implementation benefit tracking.

5. PHASED APPROACH PROJECT MANAGEMENT

The Service provider must establish a comprehensive Project Management Office (PMO) led by qualified experts to deliver the following:

- Stakeholder Engagement Plan: Develop and execute a stakeholder communication and management plan.
- Project Governance Structure: Define project governance, including steering committee setup and reporting protocols.
- Resource Allocation: Plan and allocate resources for personnel, infrastructure, and software activities.
- SAP Activate Methodology: Adhere to SAP's phased methodology, ensuring milestones and deliverables are met.
- Risk and Issue Management: Maintain a risk register and an issue escalation matrix.

The project implementation should follow SAP's Activate methodology or something similar. It must be structured into distinct phases per the service provider's project methodology—guided by RAF's indicative phases as listed herein.

The phases below serve as a high-level framework, not a rigid sequence. They should be viewed as a guide to the scope of work rather than a prescribed execution order. They highlight critical elements that must be considered and integrated into the delivery strategy.

It is important to note that the project will utilise a continuous deployment approach, rather than a single, large release to minimise disruptions in business operations and other project risks. These releases and related granular details will be agreed upon between RAF and the successful bidder.

Table 1 Phases Outline

Phase	Description	Action Items
1	Discovery	<ol style="list-style-type: none"> 1. Conduct initial readiness assessments. 2. Develop a comprehensive roadmap. 3. Define a high-level solution architecture.
2	Governance, Programme, and Project Management	<ol style="list-style-type: none"> 1. Establish Governance structures. 2. Define roles and responsibilities. 3. Set up a detailed Project Plan and Schedule.
3	Planning and Design	<ol style="list-style-type: none"> 1. Perform Gap Analysis and Blueprinting. 2. Design Target Architecture. 3. Finalise Functional and Technical Specifications.
4	Configure, Build, and Test	<ol style="list-style-type: none"> 1. Configure all In-scope Modules. 2. Develop and execute Test Plans. 3. Optimise custom code for S/4HANA and other related modules.
5	Training and Deployment	<ol style="list-style-type: none"> 1. Deliver user training. 2. Conduct deployment rehearsals. 3. Execute production go-live activities.
6	Organisational Adoption and Change Management	<ol style="list-style-type: none"> 1. Appoint change agents to facilitate adoption. 2. Develop and execute change and communication

		plans in collaboration with RAF. 3. Conduct a comprehensive Training Needs Analysis. 4. Deliver hands-on training sessions and a Train-the-trainer programme. 5. Conduct continuous knowledge transfer sessions. 6. Provide change management resources to support RAF's internal change management teams. 7. Monitor user adoption. 8. Address resistance to change in collaboration with RAF. 9. Implement post-go-live support mechanisms.
7	Hypercare and Post Go-live Support	1. Provide Hypercare Support. 2. Monitor System Performance and resolve issues. 3. Develop and execute a comprehensive list of handover activities with clear success measures to improve handover confidence. 4. Conduct project closure activities

6. DELIVERABLES AND TIMELINES

A detailed timeline with milestones must be included as part of the project plan to ensure:

- Timely delivery of all releases.
- Regular progress reports and business sign-off.
- On-time achievement of the project's go-live and post-go-live support.

The following high-level deliverables will be part of the project execution and implementation, subject to verification after requirements gathering phase.

Reference	Project Milestone/Release	Deliverables
4.1	License analysis, optimisation, and recommendation.	1. Inventory of all current software licenses , including a utilisation indication (unused/underutilised licenses) 3. Licenses recommendation report detailing licenses required and recommended terms.

4.2.1	Functional upgrade.	<ol style="list-style-type: none"> 1. A new functionality demo to showcase the upgraded system's new features, and optimised existing features and how they address specific business needs. 2. Successful User Acceptance Testing (UAT) to validate changes against business requirements and formal sign-off from business users confirming that the new functionalities from the upgrade meet their requirements. 3. Improved business process performance (Metrics), showing improvements in transaction processing time, data accuracy, and reporting accuracy. 4. Updated functional requirements document. 5. Documentation of the "As-Is" (current) and "To-Be" (future) business process flows, clearly showing how the new functionalities have changed or improved the processes 6. Impact analysis report (pre- and post-implementation) analysing the impact of the functional upgrade. 7. Fit/Gap analysis report showing how well the new SAP functionalities meet the business requirements and identifying any remaining gaps. 8. Configuration documentation detailing the configuration specific to the new functionalities from the upgrade. 9. Business blueprint reflecting the changes made to the system configuration and customisation to support the new functionalities. 10. Test plan and Test cases specifically designed to validate the new functionalities and enhanced existing functionality. These should cover all relevant scenarios and use cases. 11. Training materials tailored to cover the new functionalities and how users can leverage them in their daily work. 12. Updated user manuals reflecting the changes introduced by the new functionalities. 13. Release notes/Change log, summarising the changes introduced by the functional upgrade, including new features, enhancements, and bug fixes.
4.2.2	Technical upgrade.	<ol style="list-style-type: none"> 1. Successful system upgrade and full data migration confirming that the process was completed successfully, with all system components (database, application servers, interfaces, integrations) upgraded and functioning as intended.

		<p>2. Evidence of system stability after the upgrade done through system monitoring and observation to identify and resolve any technical issues that may arise during the post-go-live hypercare support period.</p> <p>3. System availability and performance metrics reports and dashboards showing the system's uptime, response times, transaction throughput, and resource utilisation (CPU, memory, disk I/O) after the upgrade to demonstrate that the upgraded system meets or exceeds performance targets.</p> <p>4. Technical validation reports to validate the successful completion of specific technical tasks (e.g., database upgrade, operating system migration, integration testing).</p> <p>5. A comprehensive technical upgrade plan detailing the process and procedures to be followed, including timelines, tasks, dependencies, resource allocation, trial upgrade, and rollback strategy. This is a pre-upgrade deliverable.</p> <p>6. An updated technical design documentation detailing the changed technical infrastructure (On-prem/Cloud) as part of the upgrade (e.g., new hardware, network, operating system, security) inclusive of configuration and customisation details</p> <p>7. An updated system landscape diagram reflecting the updated technical architecture of the SAP system after the upgrade.</p> <p>8. An installation and configuration guide reflecting any changes to the installation and configuration procedures for the SAP system and related components.</p> <p>9. Database Administration Guide procedures for database administration, backup, and recovery Simplified data model with no redundancy on the data structures</p> <p>10. Security Configuration Documentation of any changes to the security configuration of the SAP system.</p> <p>11. Interface/Integration specifications for all interfaces/integrations with other systems.</p> <p>12. Operations Manual covering the new technical environment.</p> <p>13. Backup and Disaster Recovery Plan reflecting any/all changes to the technical infrastructure where applicable.</p> <p>14. Post-go live validation reports for activities performed after the implementation to confirm the successful completion of</p>
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		<p>technical tasks including test plans, test results</p> <p>15.Performance test results detailing performance testing results conducted after the upgrade demonstrate that the system meets performance requirements.</p> <p>16.Known Issues lists any technical issues or limitations identified during the upgrade/configuration process and their workarounds, where applicable.</p> <p>17.Lessons learned report from the technical upgrade, configuration, and data migration):</p> <p>18.A comprehensive audit log report of all the data cleansed pre-upgrade/migration.</p>
4.2.3	Data migration and archiving.	<ol style="list-style-type: none"> 1. Accurate and complete data migration from legacy systems to the new SAP system. 2. Confirmation of the migrated data's integrity, i.e., consistency, accuracy, and reliability. 3. The migration process should improve data quality by identifying and correcting legacy data's errors, inconsistencies, and duplicates. 4. Historical data that is not actively used but needs to be retained for compliance reasons must be properly archived. 5. The migrated data should be readily accessible to authorised users/authorities when required. 6. A comprehensive Data migration strategy outlining the overall approach to data migration, including the data to be migrated, the migration tools and techniques to be used, the timelines, and the resources required. 7. A Data mapping document: This document details the mapping of data elements between the legacy systems and the new SAP system, showing how data will be transformed and mapped. 8. A Data cleansing plan detailing plans for identifying and correcting data quality issues in the legacy system before the migration. 9. A Data validation plan for validating the migrated data to ensure accuracy and completeness. 10.An Archiving strategy outlining the approach to archiving historical data, including data retention policies compliance, the archiving tools to be used, and how archived data will be

		<p>accessed if required.</p> <p>11. A Data security plan for ensuring the security and confidentiality of data during the migration and archiving process.</p> <p>12. A Rollback plan for reverting to the legacy systems in case of any issues during the data migration.</p> <p>13. Data Migration scripts and programs documenting any custom scripts or programs for data migration.</p> <p>14. Data Cleansing Reports documenting the data cleansing activities and the improvements made to data quality premigration.</p> <p>15. Data validation reports showing the results of data validation activities and any discrepancies found.</p> <p>16. Archiving logs documenting the archiving process, including which data was archived and when.</p> <p>17. Data migration runbooks detailing all step-by-step instructions for executing the data migration process.</p> <p>18. A final data migration report summarising the data migration process, including any issues encountered and lessons learned.</p> <p>19. An Archiving final report summarising the archiving process.</p> <p>20. Data Retrieval procedures documenting how to retrieve data from the archive should it be required.</p> <p>21. Create / Update Data Dictionary reflecting the changes made during the migration.</p>
4.3	Implementation of SuccessFactors	<ol style="list-style-type: none"> 1. A fully configured and deployed SAP SuccessFactors system. 2. Adequately trained RAF trainers. This includes L&D and HR staff responsible for internal training of all staff members. 3. An Integrated SAP SuccessFactors system that successfully integrates with other relevant modules. 4. Accurately and fully migrated employee data from the legacy system to SAP SuccessFactors. 5. Streamlined and more efficient HC processes. 6. A Project Charter defining the project's scope, objectives, and high-level requirements. 7. A Project Plan outlining tasks, timelines, resources, and dependencies.

		<p>8. A Business Requirements Document detailing business requirements for each SuccessFactors module.</p> <p>9. A Gap Analysis Document identifying any gaps between standard SuccessFactors functionality and the RAF's requirements.</p> <p>10. A Technical Design document outlining the technical architecture, integrations, and security measures.</p> <p>11. A Data Migration Strategy document detailing the plan for migrating data from legacy systems to SuccessFactors.</p> <p>12. Change Management Plan outlining the strategy for managing the change associated with the implementation.</p> <p>13. Training Plan defining the training approach, materials, and schedule.</p> <p>14. Configuration Workbook documenting the system configuration settings for each module.</p> <p>15. Integration Specification document for all integrations with other systems.</p> <p>16. Security Design Document outlining the security measures implemented in SuccessFactors.</p> <p>17. Reporting and Analytics Design defining the reports and dashboards that will be used to track key metrics.</p> <p>18. User Roles and Permissions Matrix defining user access levels and permissions within the system.</p> <p>19. Testing Strategy and Test Cases documenting the testing approach and specific test scenarios.</p> <p>20. Test Scripts and Results recording the results of various testing phases (unit, integration, UAT).</p> <p>21. Training Materials, including user manuals, quick reference guides, and training videos.</p> <p>22. Deployment Plan outlining the system's deployment steps to the production environment.</p> <p>23. Go-Live Checklist of tasks to be completed before go-live.</p> <p>24. Post-Go-Live Support Plan and documentation defining the support process after the system goes live with maintenance and troubleshooting guidelines.</p> <p>25. System Monitoring Reports for tracking system performance and identifying areas for optimisation.</p> <p>26. Knowledge Transfer Documents of best practices and</p>
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		lessons learned during the implementation.
4.4	Implementation of reduced sign-on for the ESS module.	<ol style="list-style-type: none"> 1. The ESS module's user access is simplified with a single set of credentials, eliminating the need to remember multiple usernames and passwords. 2. Improved user experience - RSO provides a more seamless and convenient login experience, increasing user satisfaction and adoption of ESS. 3. An RSO Strategy Document outlining the overall approach to RSO implementation, including the chosen RSO technology (e.g., SAML, OAuth), integration with existing identity providers, and security considerations. 4. Technical Design Document detailing the technical architecture of the RSO solution, including integration with the SAP system, identity provider configuration, and network security. 5. Security Assessment of the security risks associated with RSO and the measures to be taken to mitigate those risks. 6. Integration Specification documenting the technical specifications for integrating RSO with SAP ESS. 7. User Roles and Permissions Mapping of user roles and permissions in the identity provider to roles and permissions in SAP ESS. 8. Configuration Documentation of the configuration settings for the RSO solution, including the identity provider configuration and SAP system configuration. 9. Test Plan and Test Cases for testing the RSO implementation, including unit testing, integration testing, and user acceptance testing (UAT). 10. Test Results document of the testing phases' results, including any issues found and their resolution. 11. User Training Materials and user guides or FAQs explaining how to access ESS using RSO. 12. Implementation Report summarising the RSO implementation process, including any issues encountered and lessons learned. 13. Support Procedures documenting support procedures for RSO-related issues. 14. Troubleshooting Guide for common RSO problems.

		Maintenance Procedures for maintaining the RSO solution, including certificate renewals and user management.
4.5	Implementation of SAP Fiori Apps.	<ol style="list-style-type: none"> 1. Deployed and Functional Fiori Apps that are fully configured, tested, and deployed in the production environment, ready for end-users to use. These apps should meet the defined business requirements. 2. Improved access to data and insights, enabling better decision-making. 3. Seamless Integration of Fiori apps with the backend SAP systems (e.g., S/4HANA) and any other relevant applications. 4. End-users who are adequately trained on how to use the new Fiori apps, ensuring smooth adoption and maximising the benefits of the implementation. 5. The Fiori Apps should be stable, reliable, and performant, providing a consistent and responsive user experience. 6. Project Charter defining the project's objectives, scope, and high-level requirements. 7. Project Plan detailing tasks, timelines, resources, and dependencies. 8. Requirements Gathering Document that captured detailed business requirements for each Fiori app. 9. Gap Analysis Document identifying differences between standard Fiori functionality and business requirements. 10. Technical Design Document outlining the technical architecture, integrations, and security. 11. Change Management Plan detailing the strategy for managing user adoption. 12. Training Plan defining the training approach and materials. 13. Technical development documentation: Documents custom code and configurations. 14. Integration Specification detailing the services for backend integration. 15. Security Design Document outlining security measures. 16. Testing Strategy and Test Cases documenting the testing approach and test scenarios. 17. Test Scripts and Results records of testing phases. 18. User Training Materials detailing the user manuals, guides, and videos where possible.

		<p>19. Deployment Plan outlining the steps for going live.</p> <p>20. Go-Live Checklist outlining tasks to be completed before go-live.</p>
4.6	Implementation of SAP Ariba.	<p>1. Deployed and functional Ariba solution that is fully configured and tailored to the RAF's specific needs and ready for use. This includes all the modules within the project scope (e.g., Sourcing, Procurement, Supplier Management, etc.).</p> <p>2. Automated and optimised key procurement processes, such as requisitioning, purchase order creation, invoice processing, and payment execution.</p> <p>3. Enhanced Supplier Management through centralised information, streamlined onboarding, improved collaboration, and performance tracking.</p> <p>4. Seamless Integration with other relevant systems, such as the RAF's ERP (e.g., S/4HANA), financial systems, and other procurement-related applications.</p> <p>5. Trained and enabled end-users (employees, managers, procurement staff) on how to use the Ariba system effectively.</p> <p>6. Stable and reliable SAP Ariba system providing a consistent and responsive user experience.</p> <p>7. Project Charter defining the project's objectives, scope, and high-level requirements.</p> <p>8. Project Plan detailing tasks, timelines, resources, and dependencies.</p> <p>9. Business Requirements Document with details of business requirements for each Ariba module.</p> <p>10. Gap Analysis Document identifying the differences between standard Ariba functionality and business requirements.</p> <p>11. Technical Design Document outlining the technical architecture, integrations, and security.</p> <p>12. Data Migration Strategy Document detailing the plan for migrating data to Ariba.</p> <p>13. Change Management Plan detailing the strategy for managing user adoption.</p> <p>14. Training Plan defining the training approach and materials.</p> <p>15. Ariba Configuration Workbook documenting the system configuration settings for each module.</p>

		<p>16. Integration Specification detailing the technical specifications for all integrations.</p> <p>17. Security Design Document outlining the security measures.</p> <p>18. Reporting and Analytics Design defining reports and dashboards.</p> <p>19. User Roles and Permissions Matrix defining user access levels.</p> <p>20. Testing Strategy and Test Cases documenting the testing approach and scenarios.</p> <p>21. Test Scripts and Results of the testing phases.</p> <p>22. User Training Material, including User manuals and guides.</p> <p>23. Deployment Plan outlining the steps for going live.</p> <p>24. Go-Live Checklist of tasks to be completed before go-live.</p>
4.7	Implementation of SAP Joule	<p>1. A deployed and Functional SAP Joule solution that is fully configured, tested, and deployed in the production environment and ready for end-users to use.</p> <p>2. A SAP Joule Strategy Document outlining the overall approach to SAP Joule implementation.</p> <p>3. Technical Design Document detailing the technical architecture of the SAP Joule, including integration with the SAP system, identity provider configuration, and network security.</p> <p>4. Security Assessment of the security risks associated with SAP Joule and the measures to be taken to mitigate those risks.</p> <p>5. Integration Specification documenting the technical specifications for integrating SAP SuccessFactors and Microsoft Teams with SAP Joule.</p> <p>6. User Roles and Permissions Mapping of user roles and permissions in the identity provider to roles and permissions in SAP Joule.</p> <p>7. Configuration Documentation of the configuration settings for the SAP Joule, including the identity provider and SAP system configurations.</p> <p>8. Test Plan and Test Cases for testing the SAP Joule implementation, including unit testing, integration testing, and</p>

		<p>user acceptance testing (UAT).</p> <p>9. Test Results document of the testing phases' results, including any issues found and their resolution.</p> <p>10. User Training Materials and user guides or FAQs explaining how to use SAP Joule.</p> <p>11. Implementation Report summarising the SAP Joule implementation process, including any issues encountered and lessons learned.</p> <p>12. Support Procedures documenting support procedures for SAP Joule-related issues.</p> <p>13. Troubleshooting Guide for common SAP Joule problems.</p> <p>14. Maintenance Procedures for maintaining the SAP Joule solution, including certificate renewals and user management.</p>
4.8	Compliance and Regulatory Requirements	<p>1. Data migration and archiving that adheres to all relevant data retention policies and regulatory requirements.</p> <p>2. The SAP system and related processes consistently adhere to all applicable regulations and internal policies.</p> <p>3. The RAF remains prepared for audits related to the SAP system and its data.</p> <p>4. The risk of non-compliance and associated penalties is minimised.</p> <p>5. Data is managed according to regulatory requirements and internal policies, ensuring data quality, security, and privacy.</p> <p>6. Processes for monitoring, tracking, and reporting on compliance are efficient and effective.</p> <p>7. The RAF can readily demonstrate compliance to auditors and regulatory bodies.</p> <p>Detailed logs of system activity, which can be used for auditing purposes.</p>
4.9	Legacy System Decommissioning	<p>1. Complete system shutdown—After going live, the legacy system is fully shut down and no longer accessible to users.</p> <p>2. Data Migration and Archiving - All necessary data from the legacy system has been migrated to the new SAP system or archived appropriately.</p> <p>3. Data retention and disposal are handled in compliance with RAF and other regulatory requirements.</p> <p>4. A comprehensive decommissioning plan outlining the</p>

		<p>steps involved in decommissioning the legacy system, including timelines, resources, data migration strategy, archiving strategy, security considerations, and rollback plans.</p> <ol style="list-style-type: none"> 5. Data Migration and Archiving Strategy detailing the data to be migrated, the migration process, the archiving strategy (including data retention policies), and the tools to be used. 6. An assessment of the security risks associated with decommissioning the system and the measures to be taken to mitigate those risks. 7. A plan for communicating the decommissioning process to users and stakeholders. 8. Data Migration Validation Report confirming the successful migration of data to the new SAP system. 9. Archiving Documentation of the archived data, including its location, format, and how to access it if needed. 10. System Shutdown documentation of the steps taken to shut down the legacy system. 11. Confirmation of the cancellation of software licenses linked to the legacy system. 12. Decommissioning Report - A final report summarizing the decommissioning process, including any issues encountered and lessons learned. 13. Data Retrieval Procedures on retrieving data from the archive if needed. 14. Archived versions of the legacy system documentation, in case they are needed for future reference. 15. A rollback plan in case any issues arise during the decommissioning process.
4.10	Security Enhancements	<ol style="list-style-type: none"> 1. The SAP system is less vulnerable to security breaches and cyberattacks post go-live. 2. Sensitive data is better protected from unauthorised access, modification, or disclosure. 3. Proactive Threat Detection mechanisms are in place to proactively detect and respond to security threats. 4. The SAP system meets relevant security standards and regulations. 5. Security operations are streamlined and effective.

		<p>6. Security Assessment Report detailing identified vulnerabilities in the SAP system and recommending security enhancements.</p> <p>7. Security Enhancement Plan outlining the security enhancements to be implemented, including timelines, resources, and priorities.</p> <p>8. An updated risk assessment that considers the implemented security enhancements and identifies any remaining risks.</p> <p>9. Security Configuration Documentation of the security configuration settings implemented in the SAP system, including user access controls, authorisation settings, and system parameters.</p> <p>10. Security Hardening Procedures for hardening the SAP system, including applying security patches, disabling unnecessary services, and configuring firewalls.</p> <p>11. Security Integration Documentation of the integration of security tools and systems with the SAP environment (e.g., SIEM, vulnerability scanners).</p> <p>12. Security Testing Plan and Results for testing the effectiveness of the security enhancements, including penetration testing and vulnerability scanning, along with the test results.</p> <p>13. Security Monitoring Procedures for regularly monitoring the SAP system for security threats and vulnerabilities.</p> <p>14. Security Incident Response Plan for responding to security incidents, including containment, eradication, and recovery procedures.</p> <p>15. Vulnerability Management Plan for regularly scanning the SAP system for vulnerabilities and applying necessary patches.</p> <p>16. Security Patch Management Procedures for applying security patches to the SAP system in a timely manner.</p> <p>17. Security Audit Logs and Reports that track security-related events and activities.</p> <p>18. User Access Review Procedures for regularly reviewing and managing user access to the SAP system.</p>
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		19. Security Awareness Training Materials used to train users on security best practices and the importance of data protection.
4.11	Detailed Project Risk Management Plan	<ol style="list-style-type: none"> 1. Proactive Risk Mitigation where risks are identified, assessed, and mitigated proactively, minimising their potential impact on the system and business operations. 2. Effective risk management that prevents or quickly resolves issues, reduces downtime, and improves the user experience. 3. Proactive risk management to avoid costly rework, delays, and other negative consequences. 4. Increased Stakeholder confidence through a well-managed risk process demonstrating that the system is being managed responsibly. 5. An up-to-date Risk Register which is a living document listing all identified risks, their descriptions, potential impact, probability of occurrence, risk rating, and assigned owners. 6. Risk Assessment Reports summarizing the results of risk assessments, including the top risks and their potential impact. 7. Risk Response plans for mitigating or responding to each identified risk, including specific actions, responsible parties, and timelines. These are dynamic and updated as needed. 8. Contingency plans for dealing with specific risks if they materialise, outlining alternative approaches and resources. 9. Risk Monitoring procedure for regularly monitoring identified risks and tracking the effectiveness of mitigation efforts. 10. Improved System Stability by addressing potential problems early. 11. Enhanced User Experience by minimising disruptions and ensuring smooth system operation 12. Risk reports on the status of identified risks, including any new risks identified, risk rating changes, and the effectiveness of mitigation efforts. 13. Lessons Learned Documentation of lessons learned from risk events and mitigation efforts, which can be used to improve future risk management activities.

4.12	SAP Business Integrity Screening with the following functionality	<ul style="list-style-type: none"> • Fraud/Anomaly Detection through configurable detection rules to identify suspicious activities. • Integrate data from the implemented SAP modules for comprehensive screening. • Integrate with SAP GRC (e.g., Access Control) and external systems such as the SIEM to share alerts and classify alerts by risk level, supporting timely notifications and responses. • Reporting & Dashboards must present real-time fraud indicators views <p>Support advanced analytics to discover hidden fraud patterns</p>
4.13	SAP GRC Access Control	<ul style="list-style-type: none"> • Access Risk Analysis capability with segregation of duties, rule sets configuration & conflict detection. • Access Request Management with automated workflows supporting user access requests, approvals, and provisioning. Maintain detailed logs of all access requests and notify stakeholders at each approval step. • Business Role Management with a centralised repository to develop and maintain roles in a single view. Predict segregation of duties conflicts and access issues before moving roles to production. • Emergency Access Management must provide time-bound, auditable “Firefighter” access to control privileged access for urgent tasks. Provide an audit trail record of all privileged actions that require post-access reviews. • Integrate with Identity Management Solutions through bi-directional synchronisation to keep user and role information up to date between GRC and Identity Management Solutions. • Support provisioning & de-provisioning users, ensuring access management lifecycle processes align with RAF Access Management policies. • Provide reports and analytics with real-time dashboards to monitor access risks, role changes, and emergency access usage. • Ability to generate compliance-focused reports (e.g., for POPIA, GDPR) and create custom analyses.

4.14	Hypercare Support (3 months).	<ol style="list-style-type: none"> 1. A stable and reliable SAP system with minimum critical errors, performance issues, and disruptions to business operations. 2. Rapid Issue Resolution i.e. quickly identify, diagnose, and resolve any issues that arise in the production environment post go-live. 3. Provide ongoing support, training, and guidance to ensure that users are comfortable and proficient in using the new SAP system. 4. The hypercare period should minimise any negative impact on business operations caused by the new system. 5. Facilitate knowledge transfer from the implementation team to the ongoing support team, ensuring a smooth transition of responsibility. 6. System performance monitoring and optimisation in a real-world environment and make any necessary adjustments to optimise performance. 7. Early detection and prevention of issues by closely monitoring the system and user feedback to prevent potential issues before they escalate. 8. Hypercare detailed plan outlining the hypercare activities, timelines, resources, escalation procedures, and communication strategy. 9. Daily/Weekly Status Reports summarising the activities of the hypercare team, including the number of issues reported, resolved, and outstanding, as well as system performance metrics. 10. Issue Logs/Tracking of all issues reported during hypercare, including their description, priority, assigned team member, resolution steps, and status. 11. Root Cause Analysis Reports for significant issues, documenting the root cause of the problem and the steps taken to prevent it from recurring. 12. Knowledge Base Articles/FAQs of common issues and their solutions, which can be used to help users self-serve and reduce the support burden. 13. Updated Training Material if any gaps in user understanding are identified.
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4.15	Post-Implementation Support and Hand Over (3 Months).	<p>1. A clearly defined support model to address any issues or questions that arise after going live.</p> <p>2. The system should operate reliably, with minimal disruptions and acceptable performance levels.</p> <p>3. Users should have access to readily available support channels and receive timely assistance with any issues or questions.</p> <p>4. The handover process should be seamless, and the ongoing support team should be fully equipped to handle day-to-day operations and maintenance.</p> <p>5. The post-implementation phase should include mechanisms for gathering user feedback, identifying areas for improvement, and implementing enhancements.</p> <p>6. Lessons learned, best practices, and system knowledge should be documented and readily accessible to the support team.</p> <p>7. The RAF takes full ownership of the system, with the internal support team capable of managing it effectively.</p> <p>8. System Administration Guide detailing the system administration tasks, including user management, system monitoring, and troubleshooting.</p> <p>9. Support procedures for handling support requests, including escalation paths, service level agreements (SLAs), and communication protocols.</p> <p>Knowledge Base of frequently asked questions (FAQs), known issues, and solutions, accessible to both users and the support team.</p> <p>10. Finalised versions of user training materials, incorporating any updates or feedback from the hypercare</p>

		<p>phase.</p> <ol style="list-style-type: none"> 11. Updated technical documentation reflecting any changes made during hypercare. 12. Updated documentation on integrations with other systems made during the hypercare. 13. Updated security documentation, reflecting any changes. 14. Documentation on how to use the system's reporting and analytics capabilities. 15. Contact information for the support team and key stakeholders. 16. Formal Service Level Agreements (SLAs) defining the level of support to be provided, including response times and resolution times. 17. Regular reports on key support metrics, such as the number of support requests, resolution times, and user satisfaction. 18. Documented procedures for managing system changes and updates. 19. Process for identifying, documenting, and resolving recurring problems. 20. Process for users to submit requests for system enhancements or new features. 21. Reports on system performance, capacity planning, and potential issues. 22. Documentation of user feedback and analysis of trends. <ul style="list-style-type: none"> • Documentation of lessons learned from support incidents and system issues.
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7. EVALUATION CRITERIA AND METHODOLOGY

The Evaluation Process shall be conducted under the following phases:

Phase 1: Initial Screening Process—At this phase, Bidders' responses are reviewed to determine whether they have responded according to the RAF RFB document. NB: Non-compulsory Briefing session.

Phase 2: Mandatory Evaluation Process - At this phase Bid Responses are evaluated per the criteria specified in the Request for Bid (RFB) document for compliance to Mandatory Requirements. Bidder(s) who met the Mandatory Requirements will be evaluated further on Technical Requirements.

Phase 3: Technical/Functional Evaluation Process - At this phase Bidder(s) who met the minimum threshold of 85 points out 100 points allocated at Technical Evaluation will be further evaluated in the Price and Specific Goals.

Phase 4: Price and Specific Goals evaluation - At this phase the bid(s) will be assessed as per the preferential point system specified in the RFB document.

7.1. Mandatory Requirement (Phase 2)

All bidders who do not comply with the mandatory requirements will be disqualified and will not be considered for further evaluation on the functional requirements.

Bidders must indicate by ticking (✓) the correct box indicating that they Comply OR Do not Comply

7.1.1	Compliance with Original Equipment Manufacturer (OEM)	Comply	Not Comply	
	<p>The service provider(s) must be accredited / have competency from the OEM to implement SAP solutions (Rise with SAP, Human Capital Management (Employee Central), SAP Business Technology Platform and Spend Management) required by RAF.</p> <p>Note: The bidder must supply valid OEM letter per product from the Original Equipment/Product Manufacture Owner of the proposed solution or solutions indicating their partnership status and products they are entitled to sell, provide and offer managed professional services for. In the event of a partnership, the bidder is responsible for ensuring that all partners comply fully with all applicable requirements and submit all the necessary documentation. The required letter must be on the OEM letterhead and signed by the OEM Signatory. The letter must have email contact to confirm the validity.</p> <p>If the OEM is bidding, they must indicate that they are bidding as the OEM (No documentary proof is required).</p> <p>NB! The RAF reserves the right to verify the validity of the OEM certificate or letter. OEM certificates/letters that have expired and/or are no longer valid will not be accepted.</p>			

7.1.2	Proposed Project/Programme Plan for the entire SAP Upgrade & new deployments	Comply	Not Comply	
	The service provider must provide a comprehensive phased project plan emphasizing the project methodology and transition, including detailed timelines and lead times for each phase/release of the project.			
7.1.3	Reference letters for Rise with SAP Implementation	Comply	Not Comply	
	<p>The service provider must provide a minimum of three client reference letters for successfully implementing the Rise with SAP upgrade. The reference letter must be on the Client's letterhead with the following details:</p> <ul style="list-style-type: none"> • Details and the nature of the services provided. • The name of the company where services were rendered. • Duration of the contract from start to end date or start date of the project/implementation or the year in which services were rendered). • Customer Contact person and Contact details. 			

7.2 Technical / Functional Criteria (Phase 3)

Functionality is equal to a total of 100 points. The minimum threshold is 85 points. Bidders who score less than 85 points on functionality will be disqualified for further evaluation.

7.2.1	SERVICE PROVIDER'S EXPERIENCE IN IMPLEMENTATION – SAP S/4HANA UPGRADE	POINTS									
	<p>Bidders must have successfully completed a minimum of three SAP ECC to SAP S/4HANA upgrades and provide the completion certificate from three clients outlining, amongst other things, the size of the project and the related project timelines.</p> <p>Please note: Any missing information for a client will result in that client reference being disqualified. RAF will verify the information with the referenced clients and / or with the OEM.</p> <p>Bidders are required to provide a table with the required information as shown below:</p> <table><tr><th>Client Name</th><th>Client's Authorised</th><th>Client Email</th><th>Client Contact</th><th>Type of service</th><th>Start Date of</th><th>End Date of</th><th>Contract duration</th><th>Client Completion</th></tr></table>	Client Name	Client's Authorised	Client Email	Client Contact	Type of service	Start Date of	End Date of	Contract duration	Client Completion	10
Client Name	Client's Authorised	Client Email	Client Contact	Type of service	Start Date of	End Date of	Contract duration	Client Completion			

		Representative	Address	Number	incl SAP modules	Contract	Contract		certificate / letter (if attached state yes)																																																								
<p>NB: Provide the date, month, and year for the contract durations above.</p> <table border="1"> <tr> <th colspan="11">Experience: Scoring Matrix</th></tr> <tr> <th colspan="7">Number of projects completed</th><th colspan="4">Score</th></tr> <tr> <td colspan="7">Less than three projects</td><td colspan="4">0</td></tr> <tr> <td colspan="7">Three projects</td><td colspan="4">7</td></tr> <tr> <td colspan="7">More than three projects</td><td colspan="4">10</td></tr> </table> <p><u>Please Note:</u></p> <ul style="list-style-type: none"> • If the RAF cannot validate the client reference submitted by the service provider, the service provider will be scored a zero (0). • The allocation of points will be based on the information provided in the table above. • Failure by the service provider to capture the client references as per the requirements above will lead to zero (0) points being awarded. • Please provide accurate contact details of the client's representative(s). • The RAF will consider relevant client references for all parties to this bid, i.e., partnerships, joint ventures, and subcontractors. 											Experience: Scoring Matrix											Number of projects completed							Score				Less than three projects							0				Three projects							7				More than three projects							10			
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Number of projects completed							Score																																																										
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Three projects							7																																																										
More than three projects							10																																																										
7.2.2	EXPERIENCE OF THE PROJECT TEAM – SAP UPGRADE									35																																																							
	<p>The successful bidder is expected to assemble an experienced project team to implement and manage the project effectively. At a minimum, the bidder must provide the following:</p> <p>1. Programme Manager's experience</p> <p>The Programme Manager must have at least five (5) years of experience as a programme manager and must have successfully implemented a minimum of five (5) projects for SAP. The Programme Manager must be certified with SAP Activate and Project Management.</p> <p>Proof: A summary of the programme manager's CV detailing personal information, qualifications, work experience, and references. The programme manager must have led a team of project managers.</p> <p>NB: Years of experience must be provided by date, month, and year for start and end</p>																																																																

periods.

Please Note: If the service provider cannot meet the requirements to assign the allocated resources as per the submitted CV for this bid (the resource that was scored for this bid), the service provider must replace them with similar or more experienced resource (s).

**SAP Project / Programme Manager's Experience:
Scoring Matrix**

Number of Implementations	Score
Less than five implementations	0
Five implementations	3
More than five implementations	5

The project / programme manager must have at least 5 years of experience successfully implementing SAP upgrades.

Proof: A summary of the project / programme manager's CV detailing personal information, qualifications, work experience, and references.

NB: Years of experience must be provided by date, month, and year for start and end periods.

Please Note: If the service provider cannot meet the requirements to assign the allocated resources as per the submitted CV for this bid (the resource that was scored for this bid), the service provider must replace them with similar or more experienced resource (s).

**Project / Programme Manager's
Experience: Scoring Matrix**

Number of years of Experience	Score
Less than five years	0
Five years	3
More than five years	5

2. Technical team member's experience:

The **Solution Architect** must have at least five (5) years of experience as a Solution Architect and must have successfully implemented a minimum of two (2) projects for SAP S/4HANA / Rise with SAP, SAP SuccessFactors or SAP ARIBA as a Solution Architect. The Solution Architect must be certified with SAP Certified Technology Associate – SAP Integration Suite or SAP Certified Associate – Solution Architect or SAP BTP, and SAP Basis Certification.

Proof: A summary of the Solution Architect's CV detailing personal information, qualifications, work experience, and references.

NB: Years of experience must be provided by date, month, and year for start and end periods.

Please Note: If the service provider cannot meet the requirements to assign the allocated resources as per the submitted CV for this bid (the resource that was scored for this bid), the service provider must replace them with similar or more experienced resource (s).

Solution Architect's Experience: Scoring Matrix	
Number of Implementations	Score
Less than two implementations	0
two implementations	3
More than two implementations	5

The **Basis Administrator** must have at least five (5) years of experience as a Basis Administrator and must have successfully implemented a minimum of two (2) projects for SAP as a SAP Basis Administrator. The Basis Administrator must be certified with SAP Certified Technology Associate – SAP HANA Cloud or SAP S/4HANA System Administration or SAP Integration Suite and SAP Basis Certification.

Proof: A summary of the Basis Administrator's CV detailing personal information, certifications, work experience, and references.

NB: Years of experience must be provided by date, month, and year for start and end periods.

Please Note: If the service provider cannot meet the requirements to assign the allocated resources as per the submitted CV for this bid (the resource that was scored for this bid), the service provider must replace them with similar or more experienced resource (s).

Basis Administrator's Experience: Scoring Matrix	
Number of Implementations	Score
Less than two implementations	0
Two implementations	3
More than two implementations	5

NB: Provide a day, month, and year for the abovementioned experience.

Proof: Summary of a CV for a specialist detailing Personal information, Qualifications, work experience, and references.

Please Note: If the service provider cannot meet the requirements to assign the allocated resources as per the submitted CV for this bid (the resource that was scored for this bid), the service provider must replace it with a similar or more experienced resource (s).

The **SAP FI / CO Consultant** must have at least five (5) years of experience as a SAP FI / CO Consultant and must have successfully implemented a minimum of two (2) projects for SAP as a SAP FI / CO Consultant. SAP FI / CO Consultant must be certified with SAP Certified Application Associate – SAP S/4HANA for Financial Accounting.

Proof: A summary of the SAP FI / CO Consultant's CV detailing personal information, certifications, work experience, and references.

NB: Years of experience must be provided by date, month, and year for start and end periods.

Please Note: If the service provider cannot meet the requirements to assign the allocated resources as per the submitted CV for this bid (the resource that was scored for this bid), the service provider must replace them with similar or more experienced resource (s).

SAP FI / CO Consultant's Experience: Scoring Matrix	
Number of Implementations	Score
Less than two implementations	0
Two implementations	3
More than two implementations	5

NB: Provide a day, month, and year for the abovementioned experience.

Proof: Summary of a CV for a specialist detailing Personal information, Qualifications, work experience, and references.

Please Note: If the service provider cannot meet the requirements to assign the allocated resources as per the submitted CV for this bid (the resource that was scored for this bid), the service provider must replace it with a similar or more experienced resource (s).

The **SAP ABAP Developer** must have at least five (5) years of experience as a SAP ABAP Developer and must have successfully implemented a minimum of two (2) projects for SAP as a SAP ABAP Developer. The SAP ABAP Developer's must be certified with SAP Certified Development Associate – ABAP with SAP HANA or SAP Integration Suite or SAP BTP.

Proof: A summary of the SAP ABAP Developer's CV detailing personal information, certifications, work experience, and references.

NB: Years of experience must be provided by date, month, and year for start and end periods.

Please Note: If the service provider cannot meet the requirements to assign the allocated resources as per the submitted CV for this bid (the resource that was scored for this bid), the service provider must replace them with similar or more experienced resource (s).

SAP ABAP Developer's Experience: Scoring Matrix	
Number of Implementations	Score
Less than two implementations	0
Two implementations	3
More than two implementations	5

NB: Provide a day, month, and year for the abovementioned experience.

Proof: Summary of a CV for a specialist detailing Personal information, Qualifications, work experience, and references.

Please Note: If the service provider cannot meet the requirements to assign the allocated resources as per the submitted CV for this bid (the resource that was scored for this bid), the service provider must replace it with a similar or more experienced resource (s).

The **SAP Payroll Consultant** must have at least five (5) years of experience as a SAP Payroll Consultant and must have successfully implemented a minimum of two (2) projects for SAP as a SAP Payroll Consultant. The SAP Payroll Consultant must be certified with SAP Certified Application Associate – SAP SuccessFactors Employee Central Payroll or SAP Certified Application Associate – SAP HCM for S/4HANA

Proof: A summary of the SAP Payroll Consultant's CV detailing personal information, certifications, work experience, and references.

NB: Years of experience must be provided by date, month, and year for start and end periods.

Please Note: If the service provider cannot meet the requirements to assign the allocated resources as per the submitted CV for this bid (the resource that was scored for this bid), the service provider must replace them with similar or more experienced resource (s).

SAP Payroll Consultant Experience: Scoring Matrix	
Number of Implementations	Score
Less than two implementations	0
Two implementations	3
More than two implementations	5

	<p>NB: Provide a day, month, and year for the abovementioned experience.</p> <p>Proof: Summary of a CV for a specialist detailing Personal information, certifications, work experience, and references.</p> <p>Please Note: If the service provider cannot meet the requirements to assign the allocated resources as per the submitted CV for this bid (the resource that was scored for this bid), the service provider must replace it with a similar or more experienced resource (s).</p>																																															
7.2.3	SERVICE PROVIDER'S EXPERIENCE IN IMPLEMENTATION - SAP ARIBA	10																																														
	<p>Bidders must have successfully completed three SAP Ariba deployments and provide the completion certificate from three clients outlining, amongst other things, the size of the project and the related project timelines.</p> <p>Please note: Any missing information for a client will result in that client reference being disqualified. RAF will verify the information with the referenced clients.</p> <p>Bidders are required to provide a table with the required information as shown below:</p> <table><tr><th>Client Name</th><th>Client Authorised Representative</th><th>Client Email Address</th><th>Client Contact Number</th><th>Type of service incl SAP modules</th><th>Start Date of Contract</th><th>End Date of Contract</th><th>Contract duration</th><th>Client Completion certificate / letter (If attached state yes)</th></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr></table> <p>NB: Provide the date, month, and year for the contract durations above.</p> <table><tr><th colspan="2">Experience: Scoring Matrix</th></tr><tr><th>Number of projects experience</th><th>Score</th></tr><tr><td>Less than three projects</td><td>0</td></tr><tr><td>Three projects</td><td>3</td></tr><tr><td>More than three projects</td><td>5</td></tr></table> <p>Please Note:</p> <ul style="list-style-type: none">If the RAF cannot validate the client reference submitted by the service provider, the service provider will be scored a zero (0).	Client Name	Client Authorised Representative	Client Email Address	Client Contact Number	Type of service incl SAP modules	Start Date of Contract	End Date of Contract	Contract duration	Client Completion certificate / letter (If attached state yes)																												Experience: Scoring Matrix		Number of projects experience	Score	Less than three projects	0	Three projects	3	More than three projects	5	
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7.2.4	EXPERIENCE OF THE IMPLEMENTATION PROJECT TEAM - SAP ARIBA	5																				
	<p>The successful bidder is expected to assemble an experienced project team to implement and manage the project effectively. At a minimum, the bidder must provide the following:</p> <p>1. Technical team members’ experience:</p> <p>Two Technical team members must each have at least three years of proven experience successfully implementing SAP Ariba and must be SAP Ariba certified. The SAP ARIBA team members must each have three (3) years of experience as certified SAP ARIBA Consultants.</p> <table border="1"><tr><td colspan="2">SAP Ariba Technical team member (1) Experience: Scoring Matrix</td></tr><tr><td>Number of years of Experience</td><td>Score</td></tr><tr><td>Certified with less than three years</td><td>0</td></tr><tr><td>Certified with three years</td><td>3</td></tr><tr><td>Certified with more than three years</td><td>5</td></tr></table> <table border="1"><tr><td colspan="2">SAP Ariba Technical team member (2) Experience: Scoring Matrix</td></tr><tr><td>Number of years of Experience</td><td>Score</td></tr><tr><td>Certified with less than three years</td><td>0</td></tr><tr><td>Certified with three years</td><td>3</td></tr><tr><td>Certified with more than three years</td><td>5</td></tr></table> <p>NB: Provide a day, month, and year for the abovementioned experience.</p> <p>Proof: Summary of a CV for a specialist detailing Personal information, certifications, work experience, and references.</p> <p>NB: The two technical team members will be scored separately in the two separate scoring matrix above.</p> <p>Please Note: If the service provider cannot meet the requirements to assign the allocated resources as per the submitted CV for this bid (the resource that was scored for this bid),</p>	SAP Ariba Technical team member (1) Experience: Scoring Matrix		Number of years of Experience	Score	Certified with less than three years	0	Certified with three years	3	Certified with more than three years	5	SAP Ariba Technical team member (2) Experience: Scoring Matrix		Number of years of Experience	Score	Certified with less than three years	0	Certified with three years	3	Certified with more than three years	5	
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SAP Ariba Technical team member (2) Experience: Scoring Matrix																						
Number of years of Experience	Score																					
Certified with less than three years	0																					
Certified with three years	3																					
Certified with more than three years	5																					

	the service provider must replace it with a similar or more experienced resource (s).																																															
7.2.5	SERVICE PROVIDER'S EXPERIENCE IN IMPLEMENTATION - SAP SUCCESSFACTORS EMPLOYEE CENTRAL MODULE	10																																														
	<p>Bidders must have successfully completed three SAP SuccessFactors Employee Central Module deployments and provide the completion certificate from three clients outlining, amongst other things, the size of the project and the related project timelines.</p> <p>Please note: Any missing information for a client will result in that client reference being disqualified. RAF will verify the information with the referenced clients.</p> <p>Bidders are required to provide a table with the required information as shown below:</p> <table><tr><th>Client Name</th><th>Client Authorised Representative</th><th>Client Email Address</th><th>Client Contact Number</th><th>Type of service incl SAP modules</th><th>Start Date of Contract</th><th>End Date of Contract</th><th>Contract duration</th><th>Client Completion certificate / letter (If attached state yes)</th></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr></table> <p>NB: Provide the date, month, and year for the contract durations above.</p> <table><tr><th colspan="2">Experience: Scoring Matrix</th></tr><tr><th>Number of projects experience</th><th>Score</th></tr><tr><td>Less than three projects</td><td>0</td></tr><tr><td>Three projects</td><td>7</td></tr><tr><td>More than three projects</td><td>10</td></tr></table> <p><u>Please Note:</u></p> <ul style="list-style-type: none">• If the RAF cannot validate the client reference submitted by the service provider, the service provider will be scored a zero (0).• The allocation of points will be based on the information provided in the table above.• Failure by the service provider to capture the client references as per the requirements above will lead to zero (0) points being awarded.• Please provide accurate contact details of the client’s representative(s).• The RAF will consider relevant client references for all parties to this bid, i.e., partnerships, joint ventures, and subcontractors.	Client Name	Client Authorised Representative	Client Email Address	Client Contact Number	Type of service incl SAP modules	Start Date of Contract	End Date of Contract	Contract duration	Client Completion certificate / letter (If attached state yes)																												Experience: Scoring Matrix		Number of projects experience	Score	Less than three projects	0	Three projects	7	More than three projects	10	
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Number of projects experience	Score																																															
Less than three projects	0																																															
Three projects	7																																															
More than three projects	10																																															

7.2.6	EXPERIENCE OF THE IMPLEMENTATION PROJECT TEAM - SAP SUCCESSFACTORS	20																				
	<p>The successful bidder is expected to assemble an experienced project team to implement and manage the project effectively. At a minimum, the bidder must provide the following:</p> <p>2. Technical team member’s experience:</p> <p>Two Senior Functional Consultants (Employee Central) must each have at least three (3) years of experience and must each have successfully implemented a minimum of three (3) projects for SAP SuccessFactors Employee Central (Employee Records, Time and Attendance, Position Management). The consultants must be certified with SAP SuccessFactors Employee Central (with latest Delta).</p> <p>Proof: A summary of the Senior Functional Consultants for Employee Central's CV detailing personal information, certifications, work experience, and references.</p> <p>NB: Years of experience must be provided by date, month, and year for start and end periods.</p> <p>Please Note: If the service provider cannot meet the requirements to assign the allocated resources as per the submitted CV for this bid (the resource that was scored for this bid), the service provider must replace them with similar or more experienced resource (s).</p> <table><tr><th colspan="2">SAP SuccessFactors Senior Functional Consultant for Employee Central’s (1) Experience: Scoring Matrix</th></tr><tr><th>Number of Implementations</th><th>Score</th></tr><tr><td>Less than three implementations</td><td>0</td></tr><tr><td>Three implementations</td><td>3</td></tr><tr><td>More than three implementations</td><td>4</td></tr></table> <table><tr><th colspan="2">SAP SuccessFactors Senior Functional Consultant for Employee Central’s (2) Experience: Scoring Matrix</th></tr><tr><th>Number of Implementations</th><th>Score</th></tr><tr><td>Less than three implementations</td><td>0</td></tr><tr><td>Three implementations</td><td>3</td></tr><tr><td>More than three implementations</td><td>4</td></tr></table> <p>NB: The two Senior Functional Consultants (Employee Central) will be scored separately in the two separate scoring matrixes above.</p>	SAP SuccessFactors Senior Functional Consultant for Employee Central’s (1) Experience: Scoring Matrix		Number of Implementations	Score	Less than three implementations	0	Three implementations	3	More than three implementations	4	SAP SuccessFactors Senior Functional Consultant for Employee Central’s (2) Experience: Scoring Matrix		Number of Implementations	Score	Less than three implementations	0	Three implementations	3	More than three implementations	4	
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Number of Implementations	Score																					
Less than three implementations	0																					
Three implementations	3																					
More than three implementations	4																					

The **Senior Functional Consultant (Compensation)** must have at least three (3) years of experience and must have successfully implemented a minimum of three (3) projects for SAP SuccessFactors Compensation. The consultant must be certified with SAP SuccessFactors Compensation (with latest Delta).

Proof: A summary of the Senior Functional Consultant Compensation's CV detailing personal information, certifications, work experience, and references.

NB: Years of experience must be provided by date, month, and year for start and end periods.

Please Note: If the service provider cannot meet the requirements to assign the allocated resources as per the submitted CV for this bid (the resource that was scored for this bid), the service provider must replace them with similar or more experienced resource (s).

SAP SuccessFactors Senior Functional Consultants Compensation's Experience: Scoring Matrix	
Number of Implementations	Score
Less than three implementations	0
Three implementations	3
More than three implementations	4

The **Senior Functional Consultant (Onboarding 2.0 and Succession & Development)** must have at least three (3) years of experience and must have successfully implemented a minimum of three (3) projects for SAP SuccessFactors Onboarding and Succession & Development. The consultant must be certified with SAP SuccessFactors Onboarding 2.0 and Succession & Development (with latest Delta).

Proof: A summary of the Senior Functional Consultant Onboarding 2.0 and Succession & Development's CV detailing personal information, certifications, work experience, and references.

NB: Years of experience must be provided by date, month, and year for start and end periods.

Please Note: If the service provider cannot meet the requirements to assign the allocated resources as per the submitted CV for this bid (the resource that was scored for this bid), the service provider must replace them with similar or more experienced resource (s).

	SAP SuccessFactors Senior Functional Consultants Onboarding 2.0 and Succession & Development’s Experience: Scoring Matrix										
	Number of Implementations	Score									
	Less than three implementations	0									
	Three implementations	3									
	More than three implementations	4									
<p>The Senior Functional Consultant (Learning) must have at least three (3) years of experience and must have successfully implemented a minimum of three (3) projects for SAP SuccessFactors Learning. The consultant must be certified with SAP SuccessFactors Learning (with latest Delta).</p> <p>Proof: A summary of the Senior Functional Consultant Learning’s CV detailing personal information, certifications, work experience, and references.</p> <p>NB: Years of experience must be provided by date, month, and year for start and end periods.</p> <p>Please Note: If the service provider cannot meet the requirements to assign the allocated resources as per the submitted CV for this bid (the resource that was scored for this bid), the service provider must replace them with similar or more experienced resource (s).</p>											
<table><tr><td colspan="2">SAP SuccessFactors Senior Functional Consultants Learning’s Experience: Scoring Matrix</td></tr><tr><td>Number of Implementations</td><td>Score</td></tr><tr><td>Less than three implementations</td><td>0</td></tr><tr><td>Three implementations</td><td>3</td></tr><tr><td>More than three implementations</td><td>4</td></tr></table>		SAP SuccessFactors Senior Functional Consultants Learning’s Experience: Scoring Matrix		Number of Implementations	Score	Less than three implementations	0	Three implementations	3	More than three implementations	4
SAP SuccessFactors Senior Functional Consultants Learning’s Experience: Scoring Matrix											
Number of Implementations	Score										
Less than three implementations	0										
Three implementations	3										
More than three implementations	4										
<p><u>Please Note:</u></p> <p>CVs must include the day, month, and year for each relevant experience entry. Each CV should also include a summary detailing personal information, qualifications, work experience, and references.</p> <p>Should the awarded bidder not assign the resources specified in their submitted CVs, they must replace them with resources of similar or greater experience.</p>											
7.2.7	PROJECT IMPLEMENTATION PLAN AND METHODOLOGY		10								
	As part of the proposal, Bidders must submit a detailed project plan with activities, milestones, timelines, and resources necessary to complete the project on time, supported										

by an implementation methodology. This project plan and implementation methodology must cover
Phases as outlined in the phased approach with their related timelines and critical paths.

Scoring Matrix

Project Implementation Plan and Methodology	Score
implementation methodology and project plan not provided. OR The implementation methodology and project plan addresses less than 3 of the items below: <ul style="list-style-type: none"> • Clear timelines • Milestones • Integration with other modules • Training and change management • Benefits Realisation Support (in line with section 4.14.2) 	0
The implementation methodology and project plan provided addresses at least 3 of the items below: <ul style="list-style-type: none"> • Clear timelines • Milestones • Integration with other modules • Training and change management • Benefits Realisation Support (in line with section 4.14.2) 	6
The implementation methodology and project plan provided addresses all the items below: <ul style="list-style-type: none"> • Clear timelines • Milestones • Integration with other modules • Training and change management • Benefits Realisation Support (in line with section 4.14.2) 	10

Minimum Threshold

85

Total

100

NB:

- Client references letter/completion certificates mentioned above can be combined or separated depending on the work performed, both will be considered however if combined, the letter/certificate should depict all sections required
- Bidders who score a minimum threshold of **85 out of 100** points for Technical/Functional Criteria will be considered for Price and Specific Goals.

7.3 SPECIFIC GOALS

The evaluation for Price and Specific Goals shall be based on the 80/20 or 90/10 PPPFA principle (whichever is applicable) and the points for evaluation criteria are as follows:

Evaluation Criteria					Points
1.	Price				80/90
2.	Specific Goals				20/10
	#	Specific Goal	Proof	Points Allocation	
	1	South African citizen who had no franchise in national elections prior to the introduction of the Constitution of the Republic of South Africa, 1983 (Act 200 of 1983) or the Constitution of the Republic of South Africa, 1996. (Minimum 51% ownership or more)	CSD Report	10/5	
	2	Women (Minimum 51% ownership or more)	ID copy / CSD report	8/4	
	3	Persons with disabilities (Minimum 51% ownership or more)	Valid medical certificate issued by an accredited medical practitioner	2/1	
Total					100

7.4 PRICING SCHEDULE

This annexure should be completed and signed by the Bidder's authorised personnel.

NB: PLEASE PROVIDE A COST BREAKDOWN FOR EACH DELIVERABLE ON A SEPARATE PAGE WITH NO TERMS AND CONDITIONS.

All prices must be VAT inclusive and quoted in South African Rand (ZAR). The pricing will be added to determine the total cost of the services for comparison purposes and to award the bid.

Please indicate your total bid price

here(..... **(Compulsory)**

Important: It is mandatory to indicate your total bid price as requested above. This price must be the same as the total bid price you submit in your pricing schedule. Should the total bid prices differ, the one indicated above shall be considered the correct price.

FIXED PRICING

NOTE: Please consider the output of the analysis as it may impact the scope (all items resulting from the business analysis will automatically be in scope)

Solution Description	Total Price (VAT. Included)
Project Management Services	R
Business Analysis	R
Data Migration & Archiving	R
Functional Upgrade (Specify line items for billing)	R

Technical Upgrade (Specify line items for billing)	R
Implementation of RSO as part of the Upgrade	R
Implementation of SAP SuccessFactors (SAP SuccessFactors Modules)	R
Implementation of SAP Fiori Apps	R
Implementation of SAP Joule	R
Implementation of SAP ARIBA	R
Training & Change Management	R
Hypercare and Knowledge Transfer	R
Post Implementation Support (Bucket hours and Change request)	R
Total	R

NATIONAL TREASURY

Republic of South Africa



GOVERNMENT PROCUREMENT: GENERAL CONDITIONS OF CONTRACT

July 2010

NOTES

The purpose of this document is to:

- (i) Draw special attention to certain general conditions applicable to government bids, contracts and orders; and
- (ii) To ensure that clients be familiar with regard to the rights and obligations of all parties involved in doing business with government.

In this document words in the singular also mean in the plural and vice versa and words in the masculine also mean in the feminine and neuter.

- The General Conditions of Contract will form part of all bid documents and may not be amended.
- Special Conditions of Contract (SCC) relevant to a specific bid, should be compiled separately for every bid (if applicable) and will supplement the General Conditions of Contract. Whenever there is a conflict, the provisions in the SCC shall prevail.

TABLE OF CLAUSES

1. Definitions
2. Application
3. General
4. Standards
5. Use of contract documents and information; inspection
6. Patent rights
7. Performance security
8. Inspections, tests and analysis
9. Packing
10. Delivery and documents
11. Insurance
12. Transportation
13. Incidental services
14. Spare parts
15. Warranty
16. Payment
17. Prices
18. Contract amendments
19. Assignment
20. Subcontracts
21. Delays in the supplier's performance
22. Penalties
23. Termination for default
24. Dumping and countervailing duties
25. Force Majeure
26. Termination for insolvency
27. Settlement of disputes
28. Limitation of liability
29. Governing language
30. Applicable law
31. Notices
32. Taxes and duties
33. National Industrial Participation Programme (NIPP)
34. Prohibition of restrictive practices

General Conditions of Contract

1. Definitions

1. The following terms shall be interpreted as indicated:
 - 1.1 “Closing time” means the date and hour specified in the bidding documents for the receipt of bids.
 - 1.2 “Contract” means the written agreement entered into between the purchaser and the supplier, as recorded in the contract form signed by the parties, including all attachments and appendices thereto and all documents incorporated by reference therein.
 - 1.3 “Contract price” means the price payable to the supplier under the contract for the full and proper performance of his contractual obligations.
 - 1.4 “Corrupt practice” means the offering, giving, receiving, or soliciting of anything of value to influence the action of a public official in the procurement process or in contract execution.
 - 1.5 "Countervailing duties" are imposed in cases where an enterprise abroad is subsidized by its government and encouraged to market its products internationally.
 - 1.6 “Country of origin” means the place where the goods were mined, grown or produced or from which the services are supplied. Goods are produced when, through manufacturing, processing or substantial and major assembly of components, a commercially recognized new product results that is substantially different in basic characteristics or in purpose or utility from its components.
 - 1.7 “Day” means calendar day.
 - 1.8 “Delivery” means delivery in compliance of the conditions of the contract or order.
 - 1.9 “Delivery ex stock” means immediate delivery directly from stock actually on hand.
 - 1.10 “Delivery into consignees store or to his site” means delivered and unloaded in the specified store or depot or on the specified site in compliance with the conditions of the contract or order, the supplier bearing all risks and charges involved until the supplies are so delivered and a valid receipt is obtained.
 - 1.11 "Dumping" occurs when a private enterprise abroad market its goods on own initiative in the RSA at lower prices than that of the country of origin and which have the potential to harm the local industries in the

RSA.

- 1.12 "Force majeure" means an event beyond the control of the supplier and not involving the supplier's fault or negligence and not foreseeable. Such events may include, but is not restricted to, acts of the purchaser in its sovereign capacity, wars or revolutions, fires, floods, epidemics, quarantine restrictions and freight embargoes.
- 1.13 "Fraudulent practice" means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of any bidder and includes collusive practice among bidders (prior to or after bid submission) designed to establish bid prices at artificial non-competitive levels and to deprive the bidder of the benefits of free and open competition.
- 1.14 "GCC" means the General Conditions of Contract.
- 1.15 "Goods" means all of the equipment, machinery, and/or other materials that the supplier is required to supply to the purchaser under the contract.
- 1.16 "Imported content" means that portion of the bidding price represented by the cost of components, parts or materials which have been or are still to be imported (whether by the supplier or his subcontractors) and which costs are inclusive of the costs abroad, plus freight and other direct importation costs such as landing costs, dock dues, import duty, sales duty or other similar tax or duty at the South African place of entry as well as transportation and handling charges to the factory in the Republic where the supplies covered by the bid will be manufactured.
- 1.17 "Local content" means that portion of the bidding price which is not included in the imported content provided that local manufacture does take place.
- 1.18 "Manufacture" means the production of products in a factory using labour, materials, components and machinery and includes other related value-adding activities.
- 1.19 "Order" means an official written order issued for the supply of goods or works or the rendering of a service.
- 1.20 "Project site," where applicable, means the place indicated in bidding documents.
- 1.21 "Purchaser" means the organization purchasing the goods.
- 1.22 "Republic" means the Republic of South Africa.
- 1.23 "SCC" means the Special Conditions of Contract.
- 1.24 "Services" means those functional services ancillary to the supply of the goods, such as transportation and any other incidental services, such as installation, commissioning, provision of technical assistance, training, catering, gardening, security, maintenance and other such

obligations of the supplier covered under the contract.

- 1.25 “Written” or “in writing” means handwritten in ink or any form of electronic or mechanical writing.

2. Application

- 2.1 These general conditions are applicable to all bids, contracts and orders including bids for functional and professional services, sales, hiring, letting and the granting or acquiring of rights, but excluding immovable property, unless otherwise indicated in the bidding documents.
- 2.2 Where applicable, special conditions of contract are also laid down to cover specific supplies, services or works.
- 2.3 Where such special conditions of contract are in conflict with these general conditions, the special conditions shall apply.

3. General

- 3.1 Unless otherwise indicated in the bidding documents, the purchaser shall not be liable for any expense incurred in the preparation and submission of a bid. Where applicable a non-refundable fee for documents may be charged.
- 3.2 With certain exceptions, invitations to bid are only published in the Government Tender Bulletin. The Government Tender Bulletin may be obtained directly from the Government Printer, Private Bag X85, Pretoria 0001, or accessed electronically from www.treasury.gov.za

4. Standards

- 4.1 The goods supplied shall conform to the standards mentioned in the bidding documents and specifications.

5. Use of contract documents and information; inspection.

- 5.1 The supplier shall not, without the purchaser’s prior written consent, disclose the contract, or any provision thereof, or any specification, plan, drawing, pattern, sample, or information furnished by or on behalf of the purchaser in connection therewith, to any person other than a person employed by the supplier in the performance of the contract. Disclosure to any such employed person shall be made in confidence and shall extend only so far as may be necessary for purposes of such performance.
- 5.2 The supplier shall not, without the purchaser’s prior written consent, make use of any document or information mentioned in GCC clause 5.1 except for purposes of performing the contract.
- 5.3 Any document, other than the contract itself mentioned in GCC clause 5.1 shall remain the property of the purchaser and shall be returned (all copies) to the purchaser on completion of the supplier’s performance under the contract if so required by the purchaser.
- 5.4 The supplier shall permit the purchaser to inspect the supplier’s records relating to the performance of the supplier and to have them audited by auditors appointed by the purchaser, if so required by the purchaser.

6. Patent rights

- 6.1 The supplier shall indemnify the purchaser against all third-party claims of infringement of patent, trademark, or industrial design rights arising from use of the goods or any part thereof by the purchaser.

7. Performance security

- 7.1 Within thirty (30) days of receipt of the notification of contract award, the successful bidder shall furnish to the purchaser the performance security of the amount specified in SCC.
- 7.2 The proceeds of the performance security shall be payable to the purchaser as compensation for any loss resulting from the supplier's failure to complete his obligations under the contract.
- 7.3 The performance security shall be denominated in the currency of the contract, or in a freely convertible currency acceptable to the purchaser and shall be in one of the following forms:
- (a) a bank guarantee or an irrevocable letter of credit issued by a reputable bank located in the purchaser's country or abroad, acceptable to the purchaser, in the form provided in the bidding documents or another form acceptable to the purchaser; or
 - (b) a cashier's or certified cheque
- 7.4 The performance security will be discharged by the purchaser and returned to the supplier not later than thirty (30) days following the date of completion of the supplier's performance obligations under the contract, including any warranty obligations, unless otherwise specified in SCC.

8. Inspections, tests and analyses

- 8.1 All pre-bidding testing will be for the account of the bidder.
- 8.2 If it is a bid condition that supplies to be produced or services to be rendered should at any stage during production or execution or on completion be subject to inspection, the premises of the bidder or contractor shall be open, at all reasonable hours, for inspection by a representative of the Department or an organization acting on behalf of the Department.
- 8.3 If there are no inspection requirements indicated in the bidding documents and no mention is made in the contract, but during the contract period it is decided that inspections shall be carried out, the purchaser shall itself make the necessary arrangements, including payment arrangements with the testing authority concerned.
- 8.4 If the inspections, tests and analyses referred to in clauses 8.2 and 8.3 show the supplies to be in accordance with the contract requirements, the cost of the inspections, tests and analyses shall be defrayed by the purchaser.
- 8.5 Where the supplies or services referred to in clauses 8.2 and 8.3 do not comply with the contract requirements, irrespective of whether such supplies or services are accepted or not, the cost in connection with these inspections, tests or analyses shall be defrayed by the supplier.
- 8.6 Supplies and services which are referred to in clauses 8.2 and 8.3 and which do not comply with the contract requirements may be rejected.
- 8.7 Any contract supplies may on or after delivery be inspected, tested or

analyzed and may be rejected if found not to comply with the requirements of the contract. Such rejected supplies shall be held at the cost and risk of the supplier who shall, when called upon, remove them immediately at his own cost and forthwith substitute them with supplies which do comply with the requirements of the contract. Failing such removal the rejected supplies shall be returned at the suppliers cost and risk. Should the supplier fail to provide the substitute supplies forthwith, the purchaser may, without giving the supplier further opportunity to substitute the rejected supplies, purchase such supplies as may be necessary at the expense of the supplier.

- 8.8 The provisions of clauses 8.4 to 8.7 shall not prejudice the right of the purchaser to cancel the contract on account of a breach of the conditions thereof, or to act in terms of Clause 23 of GCC.

9. Packing

- 9.1 The supplier shall provide such packing of the goods as is required to prevent their damage or deterioration during transit to their final destination, as indicated in the contract. The packing shall be sufficient to withstand, without limitation, rough handling during transit and exposure to extreme temperatures, salt and precipitation during transit, and open storage. Packing, case size and weights shall take into consideration, where appropriate, the remoteness of the goods' final destination and the absence of heavy handling facilities at all points in transit.
- 9.2 The packing, marking, and documentation within and outside the packages shall comply strictly with such special requirements as shall be expressly provided for in the contract, including additional requirements, if any, specified in SCC, and in any subsequent instructions ordered by the purchaser.

10. Delivery and documents

- 10.1 Delivery of the goods shall be made by the supplier in accordance with the terms specified in the contract. The details of shipping and/or other documents to be furnished by the supplier are specified in SCC.
- 10.2 Documents to be submitted by the supplier are specified in SCC.

11. Insurance

- 11.1 The goods supplied under the contract shall be fully insured in a freely convertible currency against loss or damage incidental to manufacture or acquisition, transportation, storage and delivery in the manner specified in the SCC.

12. Transportation

- 12.1 Should a price other than an all-inclusive delivered price be required, this shall be specified in the SCC.

13. Incidental services

- 13.1 The supplier may be required to provide any or all of the following services, including additional services, if any, specified in SCC:
- (a) performance or supervision of on-site assembly and/or commissioning of the supplied goods;
 - (b) furnishing of tools required for assembly and/or maintenance of the supplied goods;
 - (c) furnishing of a detailed operations and maintenance manual for each appropriate unit of the supplied goods;

- (d) performance or supervision or maintenance and/or repair of the supplied goods, for a period of time agreed by the parties, provided that this service shall not relieve the supplier of any warranty obligations under this contract; and
- (e) training of the purchaser's personnel, at the supplier's plant and/or on-site, in assembly, start-up, operation, maintenance, and/or repair of the supplied goods.

13.2 Prices charged by the supplier for incidental services, if not included in the contract price for the goods, shall be agreed upon in advance by the parties and shall not exceed the prevailing rates charged to other parties by the supplier for similar services.

14. Spare parts

14.1 As specified in SCC, the supplier may be required to provide any or all of the following materials, notifications, and information pertaining to spare parts manufactured or distributed by the supplier:

- (a) such spare parts as the purchaser may elect to purchase from the supplier, provided that this election shall not relieve the supplier of any warranty obligations under the contract; and
- (b) in the event of termination of production of the spare parts:
 - (i) Advance notification to the purchaser of the pending termination, in sufficient time to permit the purchaser to procure needed requirements; and
 - (ii) following such termination, furnishing at no cost to the purchaser, the blueprints, drawings, and specifications of the spare parts, if requested.

15. Warranty

15.1 The supplier warrants that the goods supplied under the contract are new, unused, of the most recent or current models, and that they incorporate all recent improvements in design and materials unless provided otherwise in the contract. The supplier further warrants that all goods supplied under this contract shall have no defect, arising from design, materials, or workmanship (except when the design and/or material is required by the purchaser's specifications) or from any act or omission of the supplier, that may develop under normal use of the supplied goods in the conditions prevailing in the country of final destination.

15.2 This warranty shall remain valid for twelve (12) months after the goods, or any portion thereof as the case may be, have been delivered to and accepted at the final destination indicated in the contract, or for eighteen (18) months after the date of shipment from the port or place of loading in the source country, whichever period concludes earlier, unless specified otherwise in SCC.

15.3 The purchaser shall promptly notify the supplier in writing of any claims arising under this warranty.

15.4 Upon receipt of such notice, the supplier shall, within the period specified in SCC and with all reasonable speed, repair or replace the defective goods or parts thereof, without costs to the purchaser.

15.5 If the supplier, having been notified, fails to remedy the defect(s) within the period specified in SCC, the purchaser may proceed to take

such remedial action as may be necessary, at the supplier's risk and expense and without prejudice to any other rights which the purchaser may have against the supplier under the contract.

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| 16. Payment | <p>16.1 The method and conditions of payment to be made to the supplier under this contract shall be specified in SCC.</p> <p>16.2 The supplier shall furnish the purchaser with an invoice accompanied by a copy of the delivery note and upon fulfillment of other obligations stipulated in the contract.</p> <p>16.3 Payments shall be made promptly by the purchaser, but in no case later than thirty (30) days after submission of an invoice or claim by the supplier.</p> <p>16.4 Payment will be made in Rand unless otherwise stipulated in SCC.</p> |
| 17. Prices | <p>17.1 Prices charged by the supplier for goods delivered and services performed under the contract shall not vary from the prices quoted by the supplier in his bid, with the exception of any price adjustments authorized in SCC or in the purchaser's request for bid validity extension, as the case may be.</p> |
| 18. Contract amendments | <p>18.1 No variation in or modification of the terms of the contract shall be made except by written amendment signed by the parties concerned.</p> |
| 19. Assignment | <p>19.1 The supplier shall not assign, in whole or in part, its obligations to perform under the contract, except with the purchaser's prior written consent.</p> |
| 20. Subcontracts | <p>20.1 The supplier shall notify the purchaser in writing of all subcontracts awarded under this contracts if not already specified in the bid. Such notification, in the original bid or later, shall not relieve the supplier from any liability or obligation under the contract.</p> |
| 21. Delays in the supplier's performance | <p>21.1 Delivery of the goods and performance of services shall be made by the supplier in accordance with the time schedule prescribed by the purchaser in the contract.</p> <p>21.2 If at any time during performance of the contract, the supplier or its subcontractor(s) should encounter conditions impeding timely delivery of the goods and performance of services, the supplier shall promptly notify the purchaser in writing of the fact of the delay, its likely duration and its cause(s). As soon as practicable after receipt of the supplier's notice, the purchaser shall evaluate the situation and may at his discretion extend the supplier's time for performance, with or without the imposition of penalties, in which case the extension shall be ratified by the parties by amendment of contract.</p> <p>21.3 No provision in a contract shall be deemed to prohibit the obtaining of supplies or services from a national department, provincial department, or a local authority.</p> <p>21.4 The right is reserved to procure outside of the contract small quantities or to have minor essential services executed if an emergency arises, the</p> |

supplier's point of supply is not situated at or near the place where the supplies are required, or the supplier's services are not readily available.

21.5 Except as provided under GCC Clause 25, a delay by the supplier in the performance of its delivery obligations shall render the supplier liable to the imposition of penalties, pursuant to GCC Clause 22, unless an extension of time is agreed upon pursuant to GCC Clause 21.2 without the application of penalties.

21.6 Upon any delay beyond the delivery period in the case of a supplies contract, the purchaser shall, without canceling the contract, be entitled to purchase supplies of a similar quality and up to the same quantity in substitution of the goods not supplied in conformity with the contract and to return any goods delivered later at the supplier's expense and risk, or to cancel the contract and buy such goods as may be required to complete the contract and without prejudice to his other rights, be entitled to claim damages from the supplier.

22. Penalties

22.1 Subject to GCC Clause 25, if the supplier fails to deliver any or all of the goods or to perform the services within the period(s) specified in the contract, the purchaser shall, without prejudice to its other remedies under the contract, deduct from the contract price, as a penalty, a sum calculated on the delivered price of the delayed goods or unperformed services using the current prime interest rate calculated for each day of the delay until actual delivery or performance. The purchaser may also consider termination of the contract pursuant to GCC Clause 23.

23. Termination for default

23.1 The purchaser, without prejudice to any other remedy for breach of contract, by written notice of default sent to the supplier, may terminate this contract in whole or in part:

- (a) if the supplier fails to deliver any or all of the goods within the period(s) specified in the contract, or within any extension thereof granted by the purchaser pursuant to GCC Clause 21.2;
- (b) if the Supplier fails to perform any other obligation(s) under the contract; or
- (c) if the supplier, in the judgment of the purchaser, has engaged in corrupt or fraudulent practices in competing for or in executing the contract.

23.2 In the event the purchaser terminates the contract in whole or in part, the purchaser may procure, upon such terms and in such manner as it deems appropriate, goods, works or services similar to those undelivered, and the supplier shall be liable to the purchaser for any excess costs for such similar goods, works or services. However, the supplier shall continue performance of the contract to the extent not terminated.

23.3 Where the purchaser terminates the contract in whole or in part, the purchaser may decide to impose a restriction penalty on the supplier by prohibiting such supplier from doing business with the public sector for a period not exceeding 10 years.

23.4 If a purchaser intends imposing a restriction on a supplier or any

person associated with the supplier, the supplier will be allowed a time period of not more than fourteen (14) days to provide reasons why the envisaged restriction should not be imposed. Should the supplier fail to respond within the stipulated fourteen (14) days the purchaser may regard the intended penalty as not objected against and may impose it on the supplier.

23.5 Any restriction imposed on any person by the Accounting Officer / Authority will, at the discretion of the Accounting Officer / Authority, also be applicable to any other enterprise or any partner, manager, director or other person who wholly or partly exercises or exercised or may exercise control over the enterprise of the first-mentioned person, and with which enterprise or person the first-mentioned person, is or was in the opinion of the Accounting Officer / Authority actively associated.

23.6 If a restriction is imposed, the purchaser must, within five (5) working days of such imposition, furnish the National Treasury, with the following information:

- (i) the name and address of the supplier and / or person restricted by the purchaser;
- (ii) the date of commencement of the restriction
- (iii) the period of restriction; and
- (iv) the reasons for the restriction.

These details will be loaded in the National Treasury's central database of suppliers or persons prohibited from doing business with the public sector.

23.7 If a court of law convicts a person of an offence as contemplated in sections 12 or 13 of the Prevention and Combating of Corrupt Activities Act, No. 12 of 2004, the court may also rule that such person's name be endorsed on the Register for Tender Defaulters. When a person's name has been endorsed on the Register, the person will be prohibited from doing business with the public sector for a period not less than five years and not more than 10 years. The National Treasury is empowered to determine the period of restriction and each case will be dealt with on its own merits. According to section 32 of the Act the Register must be open to the public. The Register can be perused on the National Treasury website.

24. Anti-dumping and countervailing duties and rights

24.1 When, after the date of bid, provisional payments are required, or anti-dumping or countervailing duties are imposed, or the amount of a provisional payment or anti-dumping or countervailing right is increased in respect of any dumped or subsidized import, the State is not liable for any amount so required or imposed, or for the amount of any such increase. When, after the said date, such a provisional payment is no longer required or any such anti-dumping or countervailing right is abolished, or where the amount of such provisional payment or any such right is reduced, any such favourable difference shall on demand be paid forthwith by the contractor to the State or the State may deduct such amounts from moneys (if any) which may otherwise be due to the contractor in regard to supplies or services which he delivered or rendered, or is to deliver or render in terms of the contract or any other contract or any other amount which

may be due to him

25. Force Majeure

- 25.1 Notwithstanding the provisions of GCC Clauses 22 and 23, the supplier shall not be liable for forfeiture of its performance security, damages, or termination for default if and to the extent that his delay in performance or other failure to perform his obligations under the contract is the result of an event of force majeure.
- 25.2 If a force majeure situation arises, the supplier shall promptly notify the purchaser in writing of such condition and the cause thereof. Unless otherwise directed by the purchaser in writing, the supplier shall continue to perform its obligations under the contract as far as is reasonably practical, and shall seek all reasonable alternative means for performance not prevented by the force majeure event.

26. Termination for insolvency

- 26.1 The purchaser may at any time terminate the contract by giving written notice to the supplier if the supplier becomes bankrupt or otherwise insolvent. In this event, termination will be without compensation to the supplier, provided that such termination will not prejudice or affect any right of action or remedy which has accrued or will accrue thereafter to the purchaser.

27. Settlement of Disputes

- 27.1 If any dispute or difference of any kind whatsoever arises between the purchaser and the supplier in connection with or arising out of the contract, the parties shall make every effort to resolve amicably such dispute or difference by mutual consultation.
- 27.2 If, after thirty (30) days, the parties have failed to resolve their dispute or difference by such mutual consultation, then either the purchaser or the supplier may give notice to the other party of his intention to commence with mediation. No mediation in respect of this matter may be commenced unless such notice is given to the other party.
- 27.3 Should it not be possible to settle a dispute by means of mediation, it may be settled in a South African court of law.
- 27.4 Mediation proceedings shall be conducted in accordance with the rules of procedure specified in the SCC.
- 27.5 Notwithstanding any reference to mediation and/or court proceedings herein,
- (a) the parties shall continue to perform their respective obligations under the contract unless they otherwise agree; and
 - (b) the purchaser shall pay the supplier any monies due the supplier.

28. Limitation of liability

- 28.1 Except in cases of criminal negligence or willful misconduct, and in the case of infringement pursuant to Clause 6;
- (a) the supplier shall not be liable to the purchaser, whether in contract, tort, or otherwise, for any indirect or consequential loss or damage, loss of use, loss of production, or loss of profits or interest costs, provided that this exclusion shall not apply to any obligation of the supplier to pay penalties and/or damages to the purchaser; and

- (b) the aggregate liability of the supplier to the purchaser, whether under the contract, in tort or otherwise, shall not exceed the total contract price, provided that this limitation shall not apply to the cost of repairing or replacing defective equipment.
- 29. Governing language** 29.1 The contract shall be written in English. All correspondence and other documents pertaining to the contract that is exchanged by the parties shall also be written in English.
- 30. Applicable law** 30.1 The contract shall be interpreted in accordance with South African laws, unless otherwise specified in SCC.
- 31. Notices** 31.1 Every written acceptance of a bid shall be posted to the supplier concerned by registered or certified mail and any other notice to him shall be posted by ordinary mail to the address furnished in his bid or to the address notified later by him in writing and such posting shall be deemed to be proper service of such notice
- 31.2 The time mentioned in the contract documents for performing any act after such aforesaid notice has been given, shall be reckoned from the date of posting of such notice.
- 32. Taxes and duties** 32.1 A foreign supplier shall be entirely responsible for all taxes, stamp duties, license fees, and other such levies imposed outside the purchaser's country.
- 32.2 A local supplier shall be entirely responsible for all taxes, duties, license fees, etc., incurred until delivery of the contracted goods to the purchaser.
- 32.3 No contract shall be concluded with any bidder whose tax matters are not in order. Prior to the award of a bid the Department must be in possession of a tax clearance certificate, submitted by the bidder. This certificate must be an original issued by the South African Revenue Services.
- 33. National Industrial Participation (NIP) Programme** 33.1 The NIP Programme administered by the Department of Trade and Industry shall be applicable to all contracts that are subject to the NIP obligation.
- 34 Prohibition of Restrictive practices** 34.1 In terms of section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, an agreement between, or concerted practice by, firms, or a decision by an association of firms, is prohibited if it is between parties in a horizontal relationship and if a bidder (s) is / are or a contractor(s) was / were involved in collusive bidding (or bid rigging).
- 34.2 If a bidder(s) or contractor(s), based on reasonable grounds or evidence obtained by the purchaser, has / have engaged in the restrictive practice referred to above, the purchaser may refer the matter to the Competition Commission for investigation and possible imposition of administrative penalties as contemplated in the Competition Act No. 89 of 1998.

- 34.3 If a bidder(s) or contractor(s), has / have been found guilty by the Competition Commission of the restrictive practice referred to above, the purchaser may, in addition and without prejudice to any other remedy provided for, invalidate the bid(s) for such item(s) offered, and / or terminate the contract in whole or part, and / or restrict the bidder(s) or contractor(s) from conducting business with the public sector for a period not exceeding ten (10) years and / or claim damages from the bidder(s) or contractor(s) concerned.