PUBLIC PROTECTOR
SOUTH AFRICA

ANNEXURE A

APPOINTMENT OF A SERVICE PROVIDER TO PROVIDE, CUSTOMISE AND IMPLEMENT AN ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM THAT WILL ASSIST FINANCE, HUMAN RESOURCE MANAGEMENT (HRM), PAYROLL, SUPPLY CHAIN MANAGEMENT (SCM) AND ASSETS MANAGEMENT TO MANAGE ALL THE DAILY FUNCTIONS, GIVE OUT ACCURATE REAL TIME TRACKING AND REPORTING FOR PUBLIC PROTECTOR SOUTH AFRICA (PPSA) WITH THREE (3) YEARS SUPPORT AND MAINTENANCE PLAN

BUSINESS REQUIREMENTS DOCUMENT

Existing System of PPSA:

HR

- Tag/biometric access control system. Currently standalone systems for all +-350 employees.
- VIP Employee self-service portal with +- 350 current users (total number of employees)
- VIP HR Premium (employee, job, skills development and performance and employment equity management module) with 12 current users
- Rest of the functions are manual using MS word or Excel

Finance

- SAP Business One finance module with 10 current users (excluding SCM)
- VIP HR Premium (payroll module) with 4 current users
- Caseware with 3 current users

Asset Management

- SAP Business One fixed assets module with 2 current users (excluding Finance)

SCM

- SAP Business One with 10 current users (excluding Finance and asset management)
- Purchase requisitions generation and approval portal with +-60 current users.

N/B : Due to its budgetary constraints the PPSA, while requiring firm quotations (prices) bidders are urged to pay attention to minimising the annual licencing costs while at the same time considering the needs of the users of the system.

1. Expected Deliverables and Timeline:

The potential vendor shall deliver:

- A complete integrated ERP platform with all the modules and their required functionalities.
- Both an ERP user guideline and technical support guideline.
- A complete set of required documentation including flowchart, and process of the system.
- Necessary training to be provided to all relevant PPSA staff.
- Support, maintenance, and licensing of ERP for a period no less than 12 months from the date of hand-over to PPSA (inclusive of on-site debugging/correction, when necessary).

Deliverables and estimated duration/timelines

Deliverables Duration

Submit technical and financial proposal	December 2023
Presentation and demonstration of model to evaluation committee	January 2024
Contract award	February 2024
Deployment of ERP	September 2024
Guideline/reference documents on the implemented or deployed ERP	November 2024
Training of users	January 2025 - March 2024
Data migration cleaning and reconciliation	January 2025 - March 2024
System sign off report	March 2025

These timelines are indicative, and bidder should include a more detailed delivery timeline in their proposal.

2. Duration and Location

2.1   The service provider will install the ERP system and provide ongoing technical support and maintenance for minimum of three (3) year and renewable thereafter.

Appointment of the service provider for the provision, customisation, and implementation of an Enterprise Resource Planning (ERP) system that will assist Finance, Human Resource Management (HRM), Payroll, Supply Chain Management (SCM) and Assets management with a single view to manage all the daily function, give out accurate real time tracking and reporting for Public Protector South Africa (PPSA) with three (3) years support and maintenance plan

3. Methodology

3.1   The PPSA has adopted the waterfall methodology or approach.

3.2   Bidders are also required to demonstrate knowledge and skills that indicate the software team will have the ability to implement this project successfully and in accordance with the stated scope of work, and timeline.

Thus, services on the methodology include:

3.2.1   Information/system demand capturing

3.2.2   System installation

3.2.3   System integration

3.2.4   Reporting (user guide/reference)

3.2.5   System training and user introduction

3.2.6   Data quality assurance

3.2.7   Technical quality assurance

4. ERP – ENTERPRISE RESOURCE PLANNING SYSTEM

BUSINESS REQUIREMENTS DOCUMENT

4.1 EXECUTIVE SUMMARY

The PPSA has embarked on the process of acquiring the Enterprise Resource Planning (ERP) system to streamline the business support processes that will promote the organisational collaboration and undoubtedly increase efficiency, which is the ultimate strategic goal.

The PPSA has conducted Enterprise Architecture and Operating Model assessments; both reports recommended the ERP implementation to close the identified capability gaps. Below are the expected benefits for implementation of the ERP:

4.1.1   Eliminate repetitive manual processes

4.1.2   Eliminate data silos

4.1.3   Enhance data integrity

4.1.4   Improve the data collection and access

4.1.5   Increase data security

4.1.6   Enforce regulation compliance

4.2 BUSINESS OBJECTIVES

4.2.1   Integration of support business processes

4.2.2   Data centralisation and management

4.2.3   Improve overall business processes efficiency

4.2.4   Ensure compliance and best business practice

4.2.5   Enterprise Intelligence Reporting - Informed decision

5   BUSINESS PROBLEMS AND NEED

Identified capability gaps that the project aims to resolve include:

5.1 Channels

Ensure compliance and best business practice is external facing for various stakeholders and internal facing.

These channels are required to facilitate the ease of:

5.1.1   Accessing external database that are critical to the institutions internal processes, including the Central Supplier Database for the South African Government to source quotations therefrom on a rotational basis.

5.1.2   Making it easy for information and reports to be submitted for amongst other purposes:

a)   Submission to the relevant authorities, including data, information, and reports for submission to:

(i)   SARS (including EMP 201 and EMP 501),

(ii)   National Treasury (MTEC, ENE, Procurement Plan and reports thereon.

(iii)   Auditor General (Annual financial Statements, lead schedules, reconciliations, and listings).

(iv)   the BEE Commission.

(v)   Statistics South Africa, etc.

5.1.3   Getting information and reports on the fly for internal business decision making including:

a)   Budget monitoring at commitments (order) and liability (invoice) level by the SCM unit and end users;

b)   Cash forecasting,

c)   Internal employee self-service portals in respect of leave management, performance management, etc.

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5.2 Integration and process automation

Key processes have too much human intervention, which poses a risk to the efficiency and the integrity of the data transmitted between various systems. There is a need to drive the integration of the systems to ensure process automation and tracking of the required audit data by the institution.

5.3 Business intelligence

The PPSA does not have an integrated reporting platform while it is important to ensure that reports are produced in the operational systems where scope of such reports relies only on data in those systems.

Furthermore, it is a need to build a data warehousing and reporting environment that runs on its own environment outside the operational systems. This would ensure that reports required by the business can be produced in real-time with all the required data and cut-off periods without manually creating them every time they are required.

5.4 Financial management and reconciliation

Financial reconciliation is largely manual and cumbersome. This poses a risk to the business as detail can be missed if these processes are not automated specifically:

5.4.1 Strategic and operational plans and updates thereto are prepared using Ms Word.

5.4.2 Budgets are prepared using Ms excel.

5.4.3 Supply chain management, including requisitioning, sourcing of suppliers from the CSD, placing of orders with suppliers, goods receipting and processing of invoices and payments is a manual process that occurs on different platforms with documents spread across various departments/sections of the institution.

5.4.4 There is no real time monitoring of budget utilisation by the cost centres and the management accounting unit.

5.4.5 Monthly management accounts are prepared using MS excel.

5.4.6 Annual Financial Statements are prepared using the Caseware financial reporting software where the preparation of the cash flow statement and some notes to the AFS is a manual process that is prone to errors.

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5.5 Document management

5.5.1 The PPSA has SharePoint in place to drive document management. There is a need to move away from making use of shared drives to store documents as it is impossible to link these documents to transactions.

5.5.2 SharePoint can be used to link documents to various transactions and systems as well as workflows.

5.5.3 The human capital management documents and records are currently stored within the current payroll system, some on the shared drive and physical files.

5.6 Business need

The institution needs a Morden Enterprise Resource Planning system that will support the business functions that are in scope.

6 SCOPE

6.1 TERMS OF REFERENCE

6.1.1 Time

The PPSA aims to go live with the first phase implementation/deployment by no later than September 2024.

6.1.2 Cost

Total cost specified - Acceptable proposals shall be evaluated on the system and price offering.

The PPSA would like the bidders to consider cost of annual licence fees and factor proposals to minimise them.

6.1.3 Solution:

Not specified. This process seeks to identify the solution that is fit for the PPSA business purpose and requirements that follow:

6.2 BUSINESS AREA SCOPE

All PPSA employees will use the ERP system. However, below are the business functions that are in scope and directly affected by the change.

6.3 SOLUTION SCOPE

6.3.1 Data Migration from current systems without disruption of the PPSA's operation.

    a) SAP Business One

    b) Sage Premier Payroll & HR

6.3.2 Integrate with and not limited to below systems:

    a) Active Directory (AD)

    b) Configuration System

    c) Bank

    d) Central Supplier Database (CSD)

    e) Integrated Data Warehouse

    f) Biometrics system (Time and Attendance)

    g) Case Management System – litigation schedule (contingent assets and liabilities module)

6.3.3 Perform offline and live testing of the solution with the relevant PPSA officials.

6.3.4 Develop user guidelines on how to use the ERP, and the ERP technical support guideline.

6.3.5 Provide a complete documentation of flowchart and process of the ERP platform.

6.3.6 Provide training to all relevant PPSA officials on the ERP for daily operations and system training to IT staff on supporting and administrating the ERP systems.

6.3.7 Provide user guidance/support on issues faced using the solution.

6.3.8 Key Features

    a) Must have User Rights Management and Access Control for the authorized staff to administer and set the proper user roles/permissions to allow specific users to access specific ERP operations, data, request approval and user profiles.

    b) Must have an automated workflow for basic and complex approval processes, the business process lifecycle, allowing specified/respective users for review, editing, and approval of requests.

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c) Must be able to track the process flow to respective users, log their activities and their authorization including Access, Operations and Approval Logs to enable better control and monitoring of audit trail of activities performed in the system.

d) Mobility – secure access ERP data and tools anywhere, anytime via internet

e) System must support workflow for basic and complex approval processes

f) Integration and interface between different modules i.e relevant finance modules with relevant HR modules, relevant finance with relevant SCM modules.

g) Synchronised changes made on the system should be automatically updated on all areas, especially in finance.

h) Business Intelligence Reporting Capability System must have built-in standard reports that are customisable.

i) Machine Learning.

j) Agility for future Application Programme Interface – easy interface with PPSA website.

k) Agility for future extranet capability – access to external parties (recruitment candidates, suppliers, external interns, bursary beneficiaries).

l) Best Industry practice for modules in scope.

6.4 EXCLUSIONS

The units that are not mentioned on the business area scope are out of scope but all +- 360 employees may need access to some modules or self-service portals

7 BUSINESS REQUIREMENTS (BRQs)

Bidders may propose several variant options that are aligned with the PPSA requirements and advise on the effective solution to implement.

BR#	Requirements
FINANCIAL MANAGEMENT REQUIREMENTS	
BRQ 1	**Strategic and Operational Planning**
	1.1. Strategic plan in text with capabilities for tables
	1.2. Budget sections integrate and update with approved budget only when prompted.
	1.3. Allows for extraction of audit trail for changes made including the changes and user that changed
BRQ 2	**Budgeting and control** (Budget financial year ends 31 March)
	2.1 Accessibility by 20 cost centre managers (depending on licencing costs) budget inputs and submission.
	2.2 System consolidation of 20 cost centre budget inputs in the MTEC excel workbook format.
	2.3 Two (2) finance official have overriding rights to adjust inputs.
	2.4 Budget certified as final Approval of final consolidated by CFO thereafter budget is un-editable and printable as PDF exportable to different Ms excel sheets.
	2.5 Posting of selected sections of the approved budgets to selected sections of the Strategic Plan and Annual Performance Plans only when prompted.
	2.6 Allows for 5 budget reviews in a financial year by two finance officials and repeat of FRQ 2.4.
	2.7 Audit trails for BR 2.1 to 2.6 above.
	2.8 System must integrate with data warehouse /reporting tools to generate budget usage report, reduce available funds per cost centre and at institution level from: 2.8.1 orders issued in SCM module = committed) – Zeroed when order is closed in the SCM system. 2.8.2 posted to the general ledger account through the payable's module or general journal = utilised. 2.8.3 Should not duplicate 2.8.1 and 2.8.2.
	2.9 System to generate a budget variance report: 2.9.1 Original budget 2.9.2 Revised budget 2.9.3 Committed budget 2.9.4 Utilised budget 2.9.5 Remaining budget (Original or latest revised budget less committed less utilised)

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BR#	Requirements
FINANCIAL MANAGEMENT REQUIREMENTS	
	2.9.10 System to forecast or project future expenditure
	2.10 The report should report on the following perspectives 2.10.1 Per economic classification: - At organisational level - At divisional or branch level - At cost centre (budgeting unit level
BRQ 3	**Revenue and debtor's module**
	3.1 Access to the module is linked to user profiles and access limited to specific users.
	3.2 System allows for creation of a database (master data) of debtors, assigns or allows the assignment of a code for each debtor created and each debtor must be: 3.2.1 Mandatory for each debtor to be assigned a category/class to be assigned/linked to a specific debtor's control account in the General Ledger. The following are typical existing classes of debtors (a) Staff debtors (e.g Bursary recoupment, overpayments and recoupment of fruitless and wasteful expenditure incurred. (b) Legal debtors – recovery of costs orders made by courts in favour of PPSA. (c) Prepayments and deposits
	3.3 System allows selection of an existing debtor and can generate an invoice per debtor in the debtor's module and creates accounting entries (Debit a selected General Ledger (GL) or (prompt selection of) revenue account & Credit a specific Debtor's control account) and automatically generate an invoice number and a transaction number. 3.3.1 Mandatory input fields (a) Invoice amount inclusive or exclusive of VAT in ZAR (PPSA is exempt from VAT). (b) Transaction description (text of no less than 40 characters). (c) Relevant GL revenue account (overridable suggested from a list of GL accounts or manual input)
	3.4 System generates credit note per debtor in the debtor's module and creates accounting entries (Credit a specific Debtor's control account revenue & Debit a selected GL revenue account) and automatically generate a credit note number and a transaction number. 3.4.1 Mandatory input fields

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BR#	Requirements
FINANCIAL MANAGEMENT REQUIREMENTS	
	(a) Credit note amount exclusive of VAT in ZAR Currency (PPSA is VAT exempt)
	(b) Transaction details (narrative text)
	(c) Relevant GL revenue account (overridable suggested from a list of GL accounts or manual input).
	3.5 The debtor's module integrates with the cash book module to allow the allocation of receipts generated therein to be fully and or partly allocated against an invoice raised in the debtor's module and automatically creates accounting entries (Credit a specific Debtor and its control account & Debit a specific bank/cashbook account) and automatically generate a transaction number.
	3.6 The system should default to income general ledger accounts and prompt errors where an expense account has been selected. Mandatory input fields: All fields shall be as per the cash book module.
	3.7 System must not allow a document generator (invoice, credit note and, or receipt) to post the transaction, a different system user should post the transaction to the general ledger.
	3.8 Once posted to the general ledger, system must not allow any data on the invoice and, or credit note to be altered / changed or amended.
	3.9 System to calculate monthly interest on overdue debtors based on PFMA rates.
	3.10 System must not allow general journal entries to be posted to the debtor's control accounts from the general ledger module or through general journals.
	3.11 The system keeps and when prompted generate an audit trail of in respect of each transaction, including: 3.11.1 User who created a debtor. 3.11.2 User who generated an invoice. 3.11.3 User who generated a credit note. 3.11.4 User who posted an invoice and, or a credit note. 3.11.5 The system date and the transaction date and general ledger posting date for all activities or transactions referred to in 3.9.1 to 3.9.5.
	3.12 When prompted generate the following reports for a particular selected point in time (cut off very important): 3.12.1 A complete listing and age analysis of all debtors for each control account that have not been posted to the GL account.

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BR#	Requirements
FINANCIAL MANAGEMENT REQUIREMENTS	
	3.12.2 A complete listing and age analysis of all debtors for each control account that have been posted to the GL account.
	3.12.3 A reconciliation between a debtor's and a debtor's control account and its GL balance.
	3.12.4 An exception report where the invoice and, or credit note date differs from the system date.
	3.12.5 An exception report where the invoice and, or credit note general posting date differs from the invoice date.
BRQ	**4. Accounts payable and creditor's module**
4	4.1 Access to the module is linked to user profiles and access limited to specific users.
	4.2 Creation of a database (master data) of creditors, assigns or allows the assignment of a code for each creditor created and each creditor must be assigned to a specific creditor class control account in the GL (currently only trade payables.
	4.3.1 The master data fields cannot be edited without a three-step change process, a change disables the changed field, allows manual input but such changes must be subjected to validation by a different user and a third user to approve any change before a change is sucessful.
	- Most important for banking details fields to prevent fraud and corruption.
	4.3 Enable selection of an existing creditor for a user to capture invoice in the payables module and the system creates accounting entries (Dr a selected General Ledger (GL) expense or GL asset control account & Credit a specific Creditor's control account) and automatically generate a transaction number.
	The user must manually input or select from a creditors list in the creditors database:
	4.3.1 Mandatory input fields
	(a) Invoice number (Numeric or Alpha Numeric)
	(b) Invoice date (date)
	(c) Invoice amount exclusive of VAT in ZAR and system to calculate VAT to validate VAT in claimed in the invoice.
	(d) Cash flow statement element schedule (Code)
	(e) Transaction details (narrative text)
	(f) Relevant GL expense account (overridable suggested from a list of GL accounts or manual input).
	4.4 Only selection from existing creditor for a user to capture a supplier credit note per creditor in the payables module and creates accounting entries (Dr a specific

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BR#	Requirements
FINANCIAL MANAGEMENT REQUIREMENTS	

Creditor's control account & Cr a selected GL expense account) and automatically generate a transaction number.

The user must manually input a creditor code or select from a creditors list in the creditors database, input the document details and narration and the relevant general ledger expense account.

4.4.1 Mandatory input fields

    (a) Credit note number (Numeric or Alpha Numeric)

    (b) Credit note date (date)

    (c) Credit note amount inclusive or exclusive of VAT (Currency)

    (d) Transaction details (narrative text)

    (e) Relevant GL expense account (overridable suggested from a list of GL accounts or manual input).

4.5 Fully integrated with the cash book module to allow the allocation of payment generated therein to be fully allocated against an invoice processed as well as credit note where applicable and automatically creates accounting entries (Credit a specific bank/cash book account & Debit a specific Creditor and Creditors control account) and automatically generate a transaction number.

Mandatory input fields: All fields shall be as per the cash book module.

4.6 Must not allow a document capturer (invoice, credit note and, or payment) to post the transaction, a different system user should post the transaction to the GL.

4.7 Once posted to the GL, must not allow any data on the invoice and, or credit note to be altered / changed or amended.

4.8 Must not allow general journal entries to be posted to the Creditors control accounts from the GL module or through general journals.

4.9 Must allow for reconciliation of supplier invoices and supplier statements received and generate reports of such reconciliation.

4.10 System must enable selection of invoice for payment and building of a payment batch comprising of several suppliers.

4.11 Payment batch export to our banker's online payment system without human intervention (may be file encryption) to ensure that the supplier details, including banking details are not tampered with during the export/import process.

4.12 System must enable the management of prepayments including

4.12.1 Capturing thereof.

4.12.2 Amortisation of each prepayment according to specified months.

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BR#	Requirements
FINANCIAL MANAGEMENT REQUIREMENTS	

	4.12.3 Generating journal entries for expensing thereof according to specified expense GL accounts
	4.12.4 Require review and approval of the journals prior to posting to the general ledger.
	4.12.5 Drawing of periodic reports showing details about each prepayment, including:
	(a) Supplier name
	(b) Description of the prepayment
	(c) Original prepayment amount
	(d) Prepayment date
	(e) Total number of months selected for amortisation
	(f) Number of months already amortised.
	(g) Carrying amount (original amount less amortised amounts)
	(h) Number of months remaining to be amortised
	4.14 **Optional** but scalability to have a web-based supplier portal for suppliers to submit or deposit invoices and supplier statements and track progress on payment of their invoices and extract our creditors statements therefrom.
	4.13 Keep and when prompted generate an audit trail of in respect of each transaction, including:
	4.12.1 User who created a creditor.
	4.12.2 User who captured an invoice/credit note.
	4.12.3 User who posted an invoice and, or a credit note to the GL.
	4.12.4 The system date and the transaction dates and GL posting date for all activities or transactions referred to in 4.9.1 to 4.9.3.
	4.13 When prompted generate the following reports for a particular selected point in time:
	4.13.1 A complete listing of all creditors and age analysis for each control account that have not been posted to the GL account.
	4.13.2 A complete listing of all creditors and age analysis for each and all control accounts that have been posted to the GL account.
	4.13.3 A reconciliation between a category of a creditor's list and creditor's control account and totals and the GL balance ledger balance for a specified period.
	4.13.4 An exception report where the invoice and, or credit note GL posting date differs from the invoice, credit note captured or paid date.

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FINANCIAL MANAGEMENT REQUIREMENTS	
	4.13.5 Accruals listing report where GRNs have been completed but invoices not yet captured.
	4.13.5 Open orders/ GRNs with delivery dates that are due or past due as per issued orders.
BRQ 5	**Cashbook module**
	5.1 The module should enable the creation of cash books in respect of each bank account and or petty cash float and corresponding GL account.
	5.2 Integrated with both the debtors and the payables modules and enable:
	5.2.1 Uploading of bank statement debit and credit from our banker's system and allocating them to the receipts and payment sections (including bank generated transactions, credit interest and bank charges).
	5.2.2 Selection from a list in a database of a debtor and debtors invoice as well as automatic or manual allocation of each receipt to specific debtors and debtors control accounts in the GL.
	5.2.3 Selection from a list in the database, a creditor and an invoice or invoices and automatic or manual allocation of specific payments to specific creditors and creditors control accounts in the GL.
	5.2.3 Capturing allocation of sundry receipts and payments (bank generated transactions) in the module and allocating to revenue and expense GL accounts.
	5.3 Enable the performance of periodic bank reconciliation/s and report thereof for each bank and each petty cash float account, including:
	5.3.1 The capturing of opening balance per bank statement and calculating the closing balance.
	5.3.2 The printing of bank reconciliation reports indicating opening balance, receipts, payments and closing balance and comparing it to the relevant GL account.
	5.4 Prompt mandatory coding of each transaction capture to the specific line item of the cash flow statement to enable extraction and generation of a cash flow statement for the purposes of preparation of financial statement.
	5.5 Perform receipts and payment trend analyses and provide monthly cash forecasts (from the SCM, payables and debtors module)
	5.6 Petty cash management portal supporting

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FINANCIAL MANAGEMENT REQUIREMENTS	
	5.6.1 Requesting petty cash replenishments by provincial and regional offices and online approval thereof.
	5.2.3 Loading of supporting documents for petty cash requisitions
	5.2.3 Ability by requestors to view progress and final approval of requests.
BRQ 6	**Fixed assets module**
	6.1 The system must ensure the asset procurement transactions are directly linked to asset register and contracts.
	6.2 Creation of GL control accounts for each asset class.
	6.3 Unlimited number of standard and user-defined depreciation methods and periods for full statutory compliance
	6.4 Transaction types must support:
	6.4.1 Addition of different categories (classes) of assets.
	6.4.2 Addition of enhancements as separate components to main asset.
	6.4.3 Periodic depreciation of assets and automatic allocation to pre-defined depreciation and accumulated depreciation GL accounts.
	6.4.4 Transfer of assets between the different asset categories (classes).
	6.4.5 Full and, or partial disposals.
	6.4.6 Adjustment of useful lives and residual values with automated recalculation of depreciation and accumulated depreciation amounts for the current, previous (comparative) and prior years. Must automatically select the requisite accounting entries to pre-defined (but editable) GL accounts.
	6.4.7 Revaluation of assets and automated recalculation of depreciation and accumulated depreciation amounts for the current, previous (comparative) and prior years. Must automatically select the requisite accounting entries to pre-defined (but editable) GL accounts.
	6.5 Transactions processed in the module must require approval by a separate person from the user who processed the transactions before posting to the GL.
	6.6 Complete and single view of all information about each asset, its status, history, and location for audit trail purposes, PDF printing and export to Ms Excel.
	6.7 Automated alerts for key events such as warranty expiry or replacement date and useful life.
	6.8 Workflow for movements of assets between different locations.
	6.9 Ability to interface with asset scanners used in physical counts/verification of assets.

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FINANCIAL MANAGEMENT REQUIREMENTS	
	6.10 Reconciliation of the balances in the module to the different control accounts in the GL.
	6.11 Generate schedules for each asset class indicating 6.11.1 Opening balance from the previous financial year for both cost and accumulated depreciation. 6.11.2 Year to date itemised listing of cost of additions. 6.11.3 Year to date itemised listing of cost and accumulated depreciation of disposals or retirements.
BRQ 7	**Journals module**
	7.1 The system should be able to generate and process journals: 7.1.1 System generated from the payroll module and fixed asset module. 7.1.2 Manual journals but manual journals may not be posted to creditors, debtors, fixed assets and bank/cashbook control accounts. 7.1.2 Auto reversing journals.
	7.2 The system should be able to import journals from the payroll module and posting only allowed after review and approval by another user.
	7.3 Journal backdating capabilities for manual journals to current year, previous or comparative year and a prior year.
	7.4 General journal transaction numbers automatically generated and distinguishable from transactions processed in another module.
	7.5 System restrictions for an independent preparer and reviewer prior to posting of any journal.
BRQ 8	**Management and regulatory reporting**
	8.1 Produce a trial balance report viewable and exportable to PDF and Ms Excel for at least the following dimensions: 8.1.1 A single selected specified period (a month, 2 months etc) 8.1.2 A cumulative period from the beginning of the year (including opening balances where applicable) to the end of a selected specified period with comparatives for the same period in the previous financial year. 8.1.3 For a full year with comparatives for the previous year. 8.1.4 The trial balance must contain the following columns and totals for all amount columns:

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BR#	Requirements					

FINANCIAL MANAGEMENT REQUIREMENTS

GL account code	GL account name	Opening balance	Debit amount	Credit amount	Closing balance	

8.1.5 Enable drill down from an account balance or cumulative total to the module in which the transaction originated and view of any attachments imported or contained in other databases within the system in support of the transactions.

8.1.6 The report should enable proper cut off using either document date, GL positing date, inclusion or exclusion of accounts with zero balance or accounts without transactions etc.

8.1.7 Only GL posted transaction shall be reported and the system must prompt or alert the user if any of the modules have unposted transactions.

8.2 Produce GL report in PDF and exportable to Ms Excel:

8.2.1 For only GL posted transactions, the system must prompt or alert the user extracting the report if any of the modules have unposted transactions.

GL account code	GL account name	Transaction date	Transaction number	Transaction description	Debit Amt	Credit Amt	Closing balance-cumulative
00-000-0000-00000	Gvt Grants debtors	X/X/20X	GLTRNZZ	Opening balance			10000
		X/X/20X	GLTRNXX	Invoice for April	28000		38000
		X/X/20XX	GLTRNXY	Bank deposit		28000	10000
Total					**28000**	**28000**	**10000**

8.2.2 The accumulated surplus account should show details of all income statement account totals closed in each financial year.

8.2.3 The report should enable proper cut off using either document date, GL positing date, include or exclude accounts with zero balance or without transactions etc.

8.2.4 Enable drill down from a transaction, account balance, or cumulative total to the module in which the transaction originated and view of any attachments imported in support of the transactions.

8.3 Produce PDF printable and MS Excel downloadable management accounts in a prescribed format comprising of:

8.3.1 Income and expenditure reports for each cost centre

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BR#	Requirements
FINANCIAL MANAGEMENT REQUIREMENTS	

	8.3.2 The income and expenditure reports for each cost centre must as well as a consolidated report that includes:
	(a) comparison of actual year to date actual amounts to year-to-date budgets (original and revised) for each income and expenditure line item.
	(b) Variances between the actual amounts and budget per line item.
	(c) An editable text column for inputting of comments.
	8.3.3 Statement of financial position
	8.3.4 Cash flow statement
	8.3.5 Ability to drill down on cumulative or total amount in the management accounts to extract an Ms Excel downloadable schedule or list of transactions making up a total amount or balance in the:
	(a) Income and expenditure report.
	(b) Statement of financial position.
	(c) Cash flow statement
	8.3.5 The schedule or list should as a minimum contain details of the transaction dates, document date, GL posting date, transaction description from the source module, transaction amount and a total:
	8.4 Produce PDF printable and MS Excel downloadable interim and annual financial statements in a prescribed format comprising of:
	8.4.1 Statement of financial position pulling amounts from the GL accounts.
	8.4.2 Statement of financial performance pulling amounts from the GL accounts.
	8.4.3 Cash flow statement pulling amounts from the cash flow statements codes that have been input into cash book from receipting in the debtors module or processing payments in the payables module.
	8.4.4 Statement of changes in net assets.
	8.4.5 Statement of comparison of budgets to actual amounts fully integrated and pulling amounts from the budget module.
	8.4.6 Accounting policies (input and editable)
	8.4.7 Notes to the annual financial statements pulling amounts from the GL accounts and calculations from GL accounts where necessary.
	8.4.8 Ability to drill down on cumulative or total amount in the management accounts to extract an Ms Excel downloadable schedule or list of transactions making up a total amount or balance in the:
	(a) Income and expenditure report.

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BR#	Requirements
FINANCIAL MANAGEMENT REQUIREMENTS	

	(b) Statement of financial position.
	(c) Cash flow statement.
	8.4.9 The schedule or list should as a minimum contain details of the transaction dates, document date, GL posting date, transaction description from the source module, transaction amount and totals.
	8.4.10 The financial reporting module should also produce a data integrity report that will detect if the Trial Balance is out of balance and or the transactions so drawn agree to the trial balance report for that period.

The following requirements relate to the SCM module

BRQ#	REQUIREMENTS
SUPPLY CHAIN MANAGEMENT	
SUPPLY CHAIN MANAGEMENT REQUIREMENTS	
BRQ 9	**Integration with CSD**
	9.1 The system must be able to integrate to National Treasury's (Central Supplier Database) CSD system to pull through supplier for specified commodities in specified geographic areas including towns, and, or cities, and, or provinces
	9.2 Capability to rotate a specified number of suppliers in specific commodities and specified geographic areas
BRQ 10	Procurement plan
	10.1 Enable the capturing of the procurement plan and or demand management plan.
	10.2 Update the status of each procurement or demand management plan line item for each acquisition completed in the Purchase Order (PO) and Tender Management module.
	10.3 Enable adjustments/revision of the Procurement Plan.
	10.4 Enable reporting of the progress on the plan.
BRQ 11	**Internal purchase requisition module**
	11.1 The system must support the generation of purchase requisition forms for both goods and services with minimal input from end users departments or units
	11.2 Logging and workflow approvals in user departments and subsequently to SCM unit
	11.3 Capability to add specifications, descriptions, and quantities.

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BRQ#	REQUIREMENTS
	SUPPLY CHAIN MANAGEMENT
	11.4 Capability for end user to view and track the progress / status of the request until delivery.
BRQ 12	**Purchase Order (PO) and Tender administration and management**
	12.1 Capability to adopt suppliers from the CSD into a database.
	12.2 Capability to drop or deposit tenders or quotations by bidders or suppliers in response to tenders or request for quotations issued with adequate audit trails
	12.3 Capability to select suppliers from the CSD/adopted database on rotation basis and send emails to a specified number of suppliers on email addresses registered on CSD.
	12.4 System must be able to generate the Purchase Order by the SCM unit and provincial users for decentralisation of procurement and generate audit trail of actions by users.
	12.5 Enable the RFP/RFQ scorecard or scoresheet creation.
	12.6 Enable online appointment, including acceptance/rejection of Bid Committee members (specification, evaluation, and adjudication committees)
	12.7 Enable online technical evaluation by an SCM official or a committee and in the case of the latter consolidate the scoresheets.
	12.8 Enable capturing of B-BBEE level for each supplier from whom quotations were emailed and calculate preference points.
	12.9 Enable capturing of total price for each supplier from whom quotations were emailed and calculate price points.
	12.10 Calculate the total of preference and price points from 12.7 and 12.8 and round to two decimal places.
	12.11 The system must support generation of goods received notes for goods and evaluation of supplier performance for services.
	12.12 The system must support a 4-way match: Requisition, Quote, Purchase Order generated and contract from quote with an uploaded Invoice from the supplier.
	12.13 Online approvals and audit trails of who created order, who approved.
	12.14 Two-way email other notification to approvers to approve and to requestors to provide feedback once approved.
	12.15 BSC, BEC and BAC submissions template with minimum input.
BRQ 13	**Deviations**
	13.1 Must be triggered by exception from RFP/RFQ process

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BRQ#	REQUIREMENTS
SUPPLY CHAIN MANAGEMENT	
	13.2 Enable custom deviation request template creation (for different deviation requests), eg. Emergency, single source, three quotations not received, etc.
	13.3 Allow attachments uploading
	13.4 Deviations workflow management
BRQ 14	**Contract Management**
	14.1 The system must support the creation of standard contract templates with changes to selected areas such as scope of work, deliverables etc.
	14.2 Enable the upload of electronic copy of signed contract
	14.3 Enable the digital signing of contract
	14.4 The system must support the creation of supplier performance evaluation
	Extraction of the scope of work (deliverables and milestones) from specific contracts.
	Input of a checklist, signing of performance reports by end users (linked to SCM end user portal)
	Linking or attachment of the report to a supplier (payment pack)
	14.5 Enable a creation of contracts register and automatic numbering thereof and maintenance of at least the following contract details:
	Supplier name
	Contract details/conditions
	Contract durations including expiry warnings from at least 4 months before contract end dates
	Enable adjustments to costs (approval)
	Enable contract extension/cancellation.
	Payments and show balances per contract (real time updates for payments made to the contract register).
	15% allowance on extension (triggers on deviation)
	14.6 The system must automatically create a reconciliation report for each contract:
	Supplier name
	Original contract amount
	Revised contract amount
	Goods received notes (GRNs) generated against the contract/invoiced/paid. The updates to this field must be live with real time updates and monitor and prevent overspending.

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BRQ#	REQUIREMENTS
	SUPPLY CHAIN MANAGEMENT
	Closing balance
	14.7 The system must prompt and refuse GRNs to be issued for more than the latest balance on the contract
	14.8 Capability to track total order/contract amounts and deduct amounts spent once GRN is issued and prevent over-payment to service providers.
BRQ 15	**PROCUREMENT SPEND REPORTS**
	15.1 Custom procurement spend reports By supplier Spend statistics per supplier Spend statistics per commodity Spend statistics per B-BBEE level Spend statistics per province etc.
BRQ 16	**Supplier self-service portal (optional, quote separately)**
	The system must support a web-based supplier self-service portal for suppliers to: Update profile Submit quote/proposal Upload documents View quote/proposal status View existing contracts

HUMAN RESOURCE MANAGEMENT

BRQ#	REQUIREMENTS
	HUMAN RESOURCES MANAGEMENT
BRQ 17	**New employee on-boarding module**
	17.1 Creation of a database (master data) of employees allowing for capturing of biographic data and date of employment.
	17.2 Capability to upload documents including all documents related to recruitment process, appointment, changes in conditions of service and capture; **NEW EMPLOYEE** • Capture new employee with ID Number and Income Tax Number as mandatory fields • Update new employee details.

BRQ#	REQUIREMENTS
HUMAN RESOURCES MANAGEMENT	
	- Update employee information - Update employee career paths (Promotions, demotions, and terminations) - Execute staff movements. - Reporting per requests - Upload personal documents. - Mandatory categorisation as per Annual report categories/levels (see annual report). Workflow management with approval function for all the above transactions
	17.3 Integrate with the payroll management module.
BRQ 18	**Payroll Management**
	18.1 Compensation management for both permanent, contractors and interns from the employee master data from the initial salary agreements and adapting to adjustments throughout employment including: 18.1.1 Overtime calculations and reporting 18.1.2 Court order management (garnishment and court orders) 18.1.3 Bonus and other incentive global implementation aligned to relevant PPSA policies (to be provided) 18.1.4 Salary increases global implementation aligned to relevant PPSA policies (to be provided) 18.1.5 Statutory and third-party (including home loans) dues calculations and deductions aligned the relevant legislation (PAYE, UIF, SDL), employment contracts and any changes thereto that may arise from time to time. 18.1.6 Generate automated letters for employees when salary changes (including notch changes or any other change) are effected with email notification from the portal.
	18.2 Capability to re-run selected steps of the compensation management process - Including processing of back-pay.
	18.3 Compatible with SARS Easyfile system for completion and filling of both monthly and annual Tax Returns either automatically, digitally or with the help of little support. Provide prompts for upcoming deadlines.

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BRQ#	REQUIREMENTS
**HUMAN RESOURCES MANAGEMENT**	
	18.4 Compatible with Compensation Fund online submission portal for completion and filling of annual Return of Earnings, either automatically, digitally or with the help of little support. Provide prompts for upcoming deadlines.
	18.5 Generate payroll monthly payroll journals debiting the appropriate expense accounts in the GL and crediting different payroll control accounts in the GL - Monthly leave provisions for leave - Monthly service bonus - Key management personnel remuneration report - List of bursars and outstanding amounts
	18.6 The above requirements must be fully integrated in the module and the on-boarding and termination modules.
	18.7 Record keeping capabilities for audit purposes including capability of a drill down from the general ledger reports to the module and generation of listings or schedules in support of amounts disclosed in the management accounts and financial statements printable to PDF file, and, or Ms Excel. - System to have audit trial\Workflow to see who did the transaction and transactions to be sent for approval and authorisation. - System that support cut off in reports generate- date tracking where we are able to also put the end dates

	18.8 Has a self-service portal for employees to view and PDF print, amongst others:
	    Payslips
	    IRP5 certificates
	    The system to allow the HR Officials to view, print the payslips and the notches of the employees

BRQ 19	**Termination**
	19.1 The system must support automated workflow (with approvals) for employee termination. 19.2 On initiation of a termination, notifications to asset management, template (specimen to be provided).
	19.3 Ability to manage the exit interview process through a defined questionnaire (online).
	19.4 Ability to process post termination payments to former employees (e.g, leave payout).
BRQ 20	**Leave Management**

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BRQ#	REQUIREMENTS
HUMAN RESOURCES MANAGEMENT	
	20.1 System to support the leave management in accordance with PPSA leave policies for, amongst others:
	20.1.1 Annual leave
	20.1.2 Sick leave
	20.1.3 Study leave
	20.1.4 Family responsibility leave
	20.1.5 Maternity leave
	20.1.6 Paternity leave
	20.1.7 Special leave
	20.1.8 Accumulation of leave days (financial year vs calendar year, immediate accumulation vs monthly accumulation) – Requirement for the system to link leave days to financial year end to avoid manual interventions and calculations currently required.
	20.1.9 Effect leave forfeiture (Policies will be shared at a later stage)
BRQ 21	**Digitise Statutory reporting**
	21.1 Digitise EE process to report to Department of Labour as follows;
	21.1 Digitise personnel reporting process to report to National Treasury and the relevant sections of the annual report. (see annual report).
	21.2 Digitise EE process to report to Department of Labour as follows;
	21.2.1 The Economically Active Population (EAP) analysis is done in real-time and can be accessed for every quarterly meeting
	21.2.2 EE Plans are available at the push of a button.
	21.2.3 Functions of the EE Committee (nominations, appointments, agendas) are automated
	21.2.4 There is a need for integration with the payroll module to access employee profiles, demographics
	21.3 Digitise the Skills Development preparation with little human input
	21.3.1 Preparation Workplace Skills Plans (WSPs)
	21.3.2 Generating Annual Training Reports aligned to the WSPs
	21.3.3 Learnerships & Internships uptake & monitoring
	21.3.4 Financial management of Skills Development grants
	21.3.5 Capture;
	•Training needs
	•Costs

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BRQ#	REQUIREMENTS
HUMAN RESOURCES MANAGEMENT	

	• Training events
	• Employee individual and group training
	• Produce reports on training and development
	Recruitment Management (Optional – quote separately)
	System to fully support the recruitment process, including:
	Position activation
	Applicants Resume collection (via email/eRecruit)
	Automatic shortlisting (survey on minimum requirements)
	Applicants score card consolidation.
	Required documents management including uploading.
	Recording of qualifications validations, ID, criminal and credit check results
	Recruitment letters (acceptance/regret letters)
	Reporting
	Also
	• Report on Number of applicants per gender and other demographics
	• Report on Sifted applications in three qualifying categories
	• Questionnaire Summary
	• Upload applicants ID copy qualifications and Certificates
	• Upload recruitment documents (E.g. memos)
	• Send regret letters.
	EMPLOYEE SELF SERVICE
	System to fully support
	• Leave management.
	• Access payslips and IRP5
	• Performance management (On line contracting and Assessments)
	• Claims management (Travel, petty cash) from submission of travel claims, input of kilometres and automatic calculation of amounts due and input of nights away from home for system to calculate subsistence allowance amount due.
	• Employee detail amendments
	ESS Leave Reporting on: trends, balances, transactions and all related reports on weekly, quarterly and monthly
	DIGITISE THE PERFORMANCE MANAGEMENT PROCESS

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BRQ#	REQUIREMENTS
	HUMAN RESOURCES MANAGEMENT
	Be able to support Performance Management system • Online preparation performance Agreements. • Online performance assessments with capability to upload evidence and calculate final scores in line with the policy. • Produce performance management reports. • Analysis of performance results for each cycle (bell curve) • Report on submission statistics • Automated generation and distribution of letters for the performance assessment outcomes
	DIGITISE THE LABOUR RELATIONS MANAGEMENT
	Able to support Labour Relations on; • Capture Grievances • Record Disciplinary actions. • Have alerts on disciplinary action taken (warnings) • Produce statistical reports on labour relations.
	DIGITISE THE ORGANISATIONAL STRUCTURE
	Support the organisational structure; • Upload and update the organisational structure • Produce reports on position turnover and statistics. • Manage vacancies. • Create new positions. • Amend positions. • Produce staff compliment reports. • Have approver function on all inputs

NBRQ#	NON-FUNCTIONAL REQUIREMENTS
	OPERATIONAL, SECURITY AND PRIVACY, AUDIT TRAILS, RELIABILITY
NBRQ1	**Accessibility**
	1.1 System should be accessible using Desktop and Mobile devices using network cable, WIFI and/or 3G/4G
NFBRQ2	**Response time ranges**
	2.1 Front-end / host / back end: max 15 seconds.
NFBRQ3	**Identification and authentication**

NBRQ#	NON-FUNCTIONAL REQUIREMENTS
	OPERATIONAL, SECURITY AND PRIVACY, AUDIT TRAILS, RELIABILITY
	3.1 Users must be assigned unique identities within the system, which clearly identifies who they are.
	3.2 The system must only be accessed by legitimate and authorised users including users from external entities.
	3.3 The system must utilise username and password to authenticate users and support two-factor authentication to strengthen access control when necessary.
NFBRQ4	**Single sign on**
	4.1 System user identities must automatically be linked to Active Directory to allow single sign on to the ERP system.
NFBRQ5	**User Group Definitions**
	5.1 Role-based access control shall be used to define content and functionality applicable to users.
	5.5.1 This must be in line with the user's job function or role.
	5.5.1 Branches/cost centres will define access rights and the ERP system administrator with permission from respective cost centres can only edit these access rights.
	5.2 Segregation of duties rules must be enforced on a system level.
NFBRQ6	**Database Security**
	6.1 The database (and master data) must be secured by allowing only authenticated and authorised users access to data.
	6.2 The database must be secured by only allowing the Web applications to access data through a service account, which forms part of Windows authentication.
NFBRQ7	**Confidentiality**
	7.1 Data must only be accessed by authenticated and authorised users in line with their job function or role.
	7.2 Data and Passwords must never be viewable at the point of entry or at any other time during the ERP processes lifecycle.
NFBRQ8	**Data Loss (Disclosure of information about individuals or entities)**
	8.1 Security policies must be enabled to prevent leakage/disclosure of sensitive information to unauthorised users.
	8.2 Users must be trained on the functionality of the system to understand their responsibilities to safeguard sensitive information.

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NBRQ#	NON-FUNCTIONAL REQUIREMENTS
OPERATIONAL, SECURITY AND PRIVACY, AUDIT TRAILS, RELIABILITY	
NFBRQ9	**Data Encryption**
	9.1 All data flowing within internal and external ERP modules must be encrypted with the latest industry standard encryption technology.
	9.2 All data utilised within the ERP system must be encrypted when in storage, or in transit.
NFBRQ10	**Data Integrity (Data Corruption)**
	10.1 All the information flowing within and across the ERP modules should be the same and not be altered throughout its lifecycle.
	10.2 The information must not be compromised during changes and must still be intact after the changes or updates to the ERP system.
	10.3 Only authorised users must be able to edit or make changes to data.
NFBRQ11	**Implementation and development lifecycle**
	11.1 Development of the ERP applications must comply with Open Web Application Security Project guidelines and ISO 27001 standard.
NFRQ12	**Access Reports**
	12.1 Reports on user access and activities must be available to monitor policy violations.
NFRQ13	**Audit trails**
	13.1 Enable transparent audit trail in the system, audit trails must be created for all user actions that are performed. The following information will be recorded in the audit log: 13.1.1 Username 13.1.2 Date and time of action Field name 13.1.3 Before value 13.1.4 After value 13.1.5 Effective date 13.1.6 Source (Direct/Web/Mobile App)
	13.2 The audit logs must be stored in a separate database
NFRQ14	**Availability (Percentage of time available)**
	14.1 Upon deployment in full or partially and after going live the system must be available 100% during the required hours of use (see below)
NFRQ15	**Hours of Use**
	15.1 The hours of use shall be between 00h00 – 23h59 every day, including weekends and public holidays

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NBRQ#	NON-FUNCTIONAL REQUIREMENTS
OPERATIONAL, SECURITY AND PRIVACY, AUDIT TRAILS, RELIABILITY	
NFRQ16	**Maintenance Hours**
	16.1 Sundays: 10h00 –23h59
NFRQ17	**Mean Tim e to Repair (MTTR)**
	17.1 Critical: 1 hour
	17.2 High: 1 hour
	17.3 Medium: 1 hour
	17.4 Low: 1 hour
NFRQ18	**Mean time to failure (MTTF)**
	18.1 ERP time out due to user inactivity shall be after 5min (with warning)
	18.2 Upon timeout, System must cancel the transaction, and must allow the user to start over
	18.3 The above exempts payment transactions while in progress.
NFRQ19	**Audit Trai l Failure**
	19.1 If the audit trail function fails before the user saves updates to the transaction, the system must be able to recover all changes made in up to one minute prior to the failure.
NFRQ20	**Update failure**
	20.1 When an update failure is detected all updates performed during the failed session shall be rolled back to restore the data to pre-session condition
NFRQ21	**Roll-back**
	21.1 All data recovered in a roll-back condition shall be recorded for use in forward recovery under user control.
NFRQ22	**Safe mode**
	22.1 When operating after a failure the user must be informed that the application is operating in a "safe mode" and all data is available for review without update.
NFRQ23	**Module/Function Failure**
	23.1 The system shall prevent access to failed module/s while providing access to all currently operational modules
NFRQ24	**Hardware failure**
	24.1 All hardware components of the assembly operation shall be replicated, such that failure of any one hardware component shall not render the assembly operation unavailable to end-users.

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NBRQ#	NON-FUNCTIONAL REQUIREMENTS
OPERATIONAL, SECURITY AND PRIVACY, AUDIT TRAILS, RELIABILITY	
	24.2 It is acceptable for system performance to be poorer than normal for up to 3 business days following the failure and replacement of a piece of hardware.
NFRQ25	**Information retention requirements**
	25.1 All stored data must be backed up and archived to be available within 24 hours.
NFRQ26	**Capacity/ Scalability**
	26.1. The number of users as set out in the beginning of the document under Existing System of PPSA must be taken into account in proposing licencing needs.
	26.2 System should cater for future enhancements and increase in volume (users/data) without affecting the system performance.
NFRQ27	**Integration**
	27.1 Must be able to integrate with other PPSA existing systems and new (to be systems)