



QUESTIONS AND ANSWERS

RAF/2025/00018: 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.

Area	Questions	RAF Response
Organizational Change Management	Do you have an existing Organizational Change Management team that we can work with and potentially transition some or all of the work to the RAF OCM? If so what OCM services do you envision RAF OCM team will be responsible for and need assistance with? We view OCM as a critical success factor for ERP transformations and recommend the following OCM Services - OCM Strategy, Change Impact Analysis, Stakeholder/Leadership Analysis, Organizational Design/Readiness, Communications Plan, Adoption Assurance and Training. Should we include all of these in scope or just the OCM Strategy, Training and Adoption Assurance you outline in the RFP?	Yes, RAF has limited change management resources, who will be part of the project to assist with the organisational context. We therefore require the service provider to include the mentioned OCM artifacts in the project scope.
Organizational Change Management	Could you outline any existing business change management capability/resources within the organisation (inc. change management, training, communications) that may currently cover/support the scope of assessment, delivery & execution of programs/projects that has an end user impact? e.g managed by PMO, HR, Change Champions, SMEs, SPOCs, etc, as part of RAF existing support model functions and/or business workstreams and designated resources.	Refer to above. The RAF does have support structures i.e. Learning and development who are the training custodians, change champions, and corporate communications department, who are the custodians of all communication. However, these support structures will assist to contextualise the implementation to RAF. Therefore, the service provider still needs to bring their own OCM expertise

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Organizational Change Management	Does RAF retain multiple LMS Platforms and/or any region specific training platforms that would need to be assessed in consideration of how/where SAP Training Materials would need to be hosted for End Users, both for initial readiness and future onboarding, recap/refresh requirements?	No, the RAF has only one central LMS platform.
Organizational Change Management	Based on experience what does RAF consider to be the risks or barriers that will be faced from a change management perspective in the successful delivery of this program?	All risk and barriers will be discussed with the successful bidder during project initiation. Potential bidders are expected to use their own OCM experience for possible risks and barriers.
Organizational Change Management	What is the expectation in terms of accessibility to the key RAF stakeholders that will be identified and required to support this program? e.g. we would assume there is a roadmap of planned program/projects that would run in-parallel to this program that would also require a level of resource & commitment from RAF.	The RAF, like other organisations, has several initiatives running in parallel. The internal project team will be able to manage the competing commitments and ensure stakeholder availability.
SAP Ariba	How many active suppliers count?	Total = 186.789 Flagged for deletion = 1.472 (LFA1 - General table) Blocked for posting = 1.265 (LFA1 - General table) Blocked for posting at Co Code level = 1014 (LFB1) Blocked for posting at Purch Org level = 132" (LFM1)
SAP Ariba	How many contracts are there in the current system? Do you wish to migrate all Open Contracts	1.566 contracts. Yes
SAP Ariba	Are you currently using an Catalogs for indirect purchases?	No
BW Reports	How many BW Reports to be considered to convert into CDS Views	Note attachments
BW Reports	What is To Be platform for the CDS View Reports (Reporting Platform?) SAC/BO ?	Note attachments
Basis	What is current database size and version? (Uncompressed size of underlying database system th	attached, vOracle 19c (DB Release 19.26.0.0.)
Basis	What is the SAP application version with Patch level ? What are the connected SAP systems with	Oracle 19c (DB Release 19.26.0.0.)

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Basis	Are the databases in use 24x7, or is there up to a 48-hour migration window available, what is the downtime window shared during maintenance weekend. (approved in CAB)	yes they are in use 24x7, downtime window shared during maintenance weekend. (approved in CAB)
Basis	Is there a move to Cloud as part of the project?	systems already provisioned at AWS(SAP S
Basis	What are the SAP add-ons installed on the system ?	SAP GRC PROCESS CONTROL, SUCCESSFACTORS_HCM_INTEGR, Banking system
Basis	What are the 3rd party add-ons installed on the system ?	VMS, claims, guidewire
Basis	Are there any 3rd party apps in use?	yes, There are other 3rd party tools/apps such as OMADA, VMS and Claims(guidewire) integrations
Basis	Is there any industry specific add-on or Bolt-on applications (e.g Taxware , Vextex etc) installed	No
Basis	Please provide an overall architecture diagram and landscape diagram indicating all the interfaces	diagram shared
Basis	Please share Change Release schedule/calendar , Transport calendar if available	Changes are approved in CAB, transport are imported on request upon approval
Basis	Please share the Status and architecture of HA/DR setup for production (if in place)	No HA, DR is in place , but required
Basis	Is Target HANA being planned to be covered under HA/DR?	HA not in scope
Basis	HANA DB additional usage eg is there any XSA development or Native HANA development done ?	NA
Basis	Is HANA DB connected to systems other than S/4HANA such as via SLT or direct DB connection	No
Basis	How end users are accessing S/4HANA system via Fiori app or Mobile application or GUI?	NA
Basis	Is there any Single Sign on configured?	No
Fiori	No. of Fiori Apps being currently used (if there are any) ? Any Custom Apps in Use ?	NA
Solman Security	How many Prod Solman Roles we have? Are they custom Roles? Charm is used? Do we have Segregation of Duties?	one solman, Charm not configured
Interfaces	Please provide an overall landscape diagram indicating all the interfaces and links into SAP	attached
Interfaces	What is the no of external interfaces connected to the ERP system ? What is the middleware used?	PO/PI , CPI, Guidewire, Claims, etc
Interfaces	Is any PO/PI to CPI conversion in scope ?	Refer to the Specification
Interfaces	Has there been any SAP PI /PO to SAP Cloud Platform Integration(CPI) Migration Assessment done?	no
Functional	What are modules that are implemented?	Refer to the Specification

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Functional	No. of Company Code, Plant, etc.	One Company Code, Seven Plants
Functional	Does your organization use the following functionality? (Y/N) Finance - Controlling - Treasury - Sales and Distribution - Materials Management - Production Planning - Human Resources - Quality Management - HCM - Plant Maintenance - Project Systems - Other Modules:	Finance - Yes Controlling - Yes Treasury - No Sales and Distribution - No Materials Management - Yes Production Planning - No Human Resources - No Quality Management - No HCM - No Plant Maintenance - No Project Systems - Yes (Not currently being used) Other Modules: BW
Functional	Can you provide the following details ? No of countries No of companies No of customers No of Vendors No of Customer Account Groups ? No of Vendor Account Groups ? New GL in use ? ESS/MSS in Use ? Credit Mgmt in Use ? Rebate in Use ? Foreign Trade in Use ? Cash Management in Use ? WM in Use ? Revenue Regognition is Use ?	No of countries - One No of companies - One No of customers -3931 No of Vendors - 186 791 No of Customer Account Groups - 14 No of Vendor Account Groups - 7 New GL in use - Yes ESS/MSS in Use - Yes Credit Mgmt in Use - No Rebate in Use - No Foreign Trade in Use - No Cash Management in Use - No WM in Use - No Revenue Regognition is Use - No
Functional	Is any Business Partner (BP) functionality currently in use?	No
Functional	Is there any 'consumer' account group being used?	No

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Functional	How many contact persons (from KNVK) are there ?	1454
Functional	Are there any interfaces being used to create customers, vendors, or contact persons in SAP?	Yes, Vendor Management System (VMS) interfaces into SAP to create vendors
Functional	How many customers and vendors are currently linked together in the master data? Do you plan to merge them into a single BP or maintain them separately?	5772 - Confirmation required
Functional	Is there a plan to conduct CVI activities and BP conversion in the production environment well before the actual go-live date?	Confirmation required
Functional	Testing Cycle timeline for UAT,SIT	Will vary based on the complexity of the project as well as users
Functional	How many Mock runs required?	At least minimum of two, 1 to ensure data conversion validation & 1 to test system functionality with converted data
Testing	How often do data refreshes happen in the environments	once a ayear or on request
Content Server	What is the landscape defined for sap content server ?	only production
Content Server	What is the current version of SAP Content Server ?	Content Server version 4.6
Content Server	What is the database version are they using for MaxDB ?	Maxdb 7.9.1.04
Content Server	What is the current OS are they using windows or linux and their version?	windows
Content Server	What is the size of Current Prod MAXDB database?	72GB
SolMan	What is the current version and SP level of SAP Solution Manager ?	SAP SOLUTION MANAGER 7.2
SolMan	How many SolMan Systems available?	One
SolMan	What all Implementation funtionalities are currently enabled in Solution Manager?	EWA, SOLDOC,
SolMan	If Document Management enabled, approximately how many document are uploaded in SolMan?	still reconfiguring after server rebuild
SolMan	Is BPMN created and maintained? If yes, what all BPMN maintained?	to be reconfigured
SolMan	Is BPH created and maintained?	NA

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SolMan	Is Process Library maintained?	NA
SolMan	Is Digital Signature being used for Document Management?	NA
SolMan	Is Document Management Custom Status flow created and used?	NA
SolMan	Is there any custom Document Types available?	NA
SolMan	If you are using Change Request Management (ChaRM) in SolMan, how many landscape (component) are being managed by ChaRM?	NA
SolMan	How many systems are there in each Landscapes (SAP /Non-SAP) that are included in ChaRM?	NA
SolMan	Is CTS+ configuration active for non-SAP or SAP JAVA System Transport Management ?	No
SolMan	Are you using any dual landscape in ChaRM?	NA
SolMan	Are DGP, Retrofit and CSOL being used in ChaRM?	NA
SolMan	What would be the approximate count of open Change Cycles (Release/Phase/Continual), Request for Change (Rfc) and Change Documents (CDs)?	NA
SolMan	Is Manual Testing being practised? If yes, how many Manual Test cases currently available?	NA
SolMan	Is Automated Testing (CBTA) being practised? If yes, how many Automated Test cases currently available?	NA
SolMan	system consider in scope ECC- to Rise with SAP	yes, Cloud ALM
SolMan	Is there any Non-SAP system being monitored via SolMan?	No
SolMan	Is there any third party tool integrated with SolMan? If yes, for what purpose?	No

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SolMan	Is there any other functionality enabled in SolMan?	No
Security	What is the current role architecture in place?	Role based / position based
Security	How many Master, Derived, and Single roles are currently defined?	820
Security	Are there any composite roles? If yes how many	231 Plus SAP standard
Security	How many users are currently active in the production environment? Org. levels?	3156 including system users
Security	What is the process for user provisioning and de-provisioning?	We using GRC for provisioning /Deprovisioning HR delete program
HCM Payroll	What are the Fiori Apps in HCM implemented in the current landscape?	No Fiori Apps Implemented
HCM Payroll	How time recording is taking place in the system for employees?	Negative
HCM Payroll	What is the total population covered in HCM and for payroll?	HCM (80) Payroll(8)
HCM Payroll	What is the process of capturing time and Attendance in the SAP?	ESS/MSS
HCM Payroll	Please define the total number of locations covered for employees ?	6 Regions
HCM Payroll	Total number of custom(Z) reports and process currently in use ?	HR has about 66 custom(Z) reports
HCM Payroll	What will be the total number of users count for HR ?	HR 3084
HCM Payroll	Are there any country-specific localization requirements in Employee Central?	Employee Central not Implemented
HCM Payroll	What are the compensation cycles (annual, half yearly, quarterly)	Annually
HCM Payroll	Will compensation data be integrated with payroll in S/4HANA	Yes
HCM Payroll	What is the legacy system or tool used for learning?	None
HCM Payroll	Will existing learning history be migrated?	Migrate learning history data for 2025
HCM Payroll	Offboarding and Crossbordering is also part of implementation?	Yes -Onboarding -Crossbordering -Offboarding
HCM Payroll	What type of Learning content you offer (Classroom, e-learning , external)	Classroom, E-learning, Virtual & External
HCM Payroll	Do you have external audience in learning module (partners and contractors)	YES, With the exception of an outsourced RAF Contact Center which consist of less than 5% of the employee count
HCM Payroll	What historical data you want to store for Compensation module implementation?	No historical data will be migrated

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HCM Payroll	How many performance review forms or Goal Plans are you planning to implement?	Performance and Goals already implemented and is out of scope.
HCM Payroll	Are contingent workers in scope?	No, They are managed through identity & access manag system
SAP S/4HANA Fiori/UI5	Please share the users count for SAP Fiori apps?	3084
SAP S/4HANA Fiori/UI5	Do you also want to user Portal Cloud (HCP) also side by side FIORI Ux ?	No
SAP S/4HANA Fiori/UI5	Only HCM functions like ESS/ MSS are required to be implemented in Fiori Ux or are they any other apps ?	NO, ESS/MSS Migrating to SF
SAP S/4HANA Fiori/UI5	As is ESS/MSS customizations , are all these considered in to be applications ? As is ESS/MSS customizations , are all these considered in to be applications ? with S4 Fiori you get much better apps so and also here migration from ESS/MSS BP is not being considered in this case.	As is ESS/MSS customizations , are all these considered in to be applications ? - Yes, they will be considered. With S4 Fiori you get much better apps so and here migration from ESS/MSS BP is not being considered in this case. - We hoping to migrate some of these customised functions to SAP SuccessFactors.
SAP S/4HANA Fiori/UI5	Are there any specific mobile devices or browsers that will be used to access Fiori apps?	Android & IOS,Standard Browser for RAF is Microsoft Edge.
SAP S/4HANA Fiori/UI5	What is the preferred user interface (UI) look and feel?	Same as SF.
SAP S/4HANA Fiori/UI5	Related to as is custom apps in ESS/MSS , do you expect same UI patterns to also be in Fiori UX ? If yes , then this requires more discussions.	Latest Fiori UI.
SAP S/4HANA Fiori/UI5	In S4 Fiori , then is no concept of business packages (ESS/MSS) , it is the fiori app library list to be explored . In this case , business has to be more decisive on the needs & purpose . Is this aligned with your plan as well ?	YES

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SAP S/4HANA Joule Platform	SAP Joule is available only in certain data centers, is there any specific preference of Cloud Service Provider (AWS, GCP and Microsoft Azure only these 3 are supported) ?	AWS in use.
SAP S/4HANA Joule Platform	Due to Latency considerations, its recommended to use a data center which is closer to South Africa or atleast the data center being chosen for other Cloud products such as SAP Successfactors, does South Africa have any data / export regulations with Europe that may hinder integration with Joule.	Organization has SF data centre in place . In terms of regulation : POPIA
SAP S/4HANA Joule Platform	SAP Joule is expected to be integrated with SAP Successfactors and later on extended to other SAP Products (potentially Ariba etc), this would mean integration with SAP Build Work Zone, which in turn depends on SAP Cloud Identity management, SAP Cloud identify management isn't mentioned in the RFP document, we are assuming this will be part of solution, do you see any challenge with switching your current Identity Provider within RAF ?	RAF is already using SAP cloud identity manag services.
SAP S/4HANA Joule Platform	If there are challenges switching the current Identity Provier, SAP Cloud Identity Services can act as a proxy for 3rd party IDP, what is the currently implemented IDP in RAF?	No Challenges ,RAF is already using SAP cloud identity manag services.
SAP S/4HANA Joule Platform	For Integrating Microsoft Teams with SAP Joule, Microsoft Entra ID as a Corporate IdP is essential, do you have Microsoft Entra ID as your corporate IdP?	Yes we have Microsoft Entra ID as IDP
SAP S/4HANA Joule Platform	SAP Jule has multiple Use Cases supported in SAP Successfactors, do you already have any planned use cases (such as Learning, Onboarding, Performance & Goals, Recruiting etc)#?	All SF modules.
SAP S/4HANA Joule Platform	Is SAP Joule required to be used on Mobile(SAP SuccessFactors Mobile)	YES
SAP S/4HANA Joule Platform	Should SAP Joule be integrated to any RAF document repository, Joule can integrate with Microsoft Sharepoint currently (document grounding), this would be allow Joule to provide contextual responses rather than general responses. The content setup for ingestion needs to be curated by RAF so that it doesn't contain any personal data as the service currently doesn't distinguish sensitivity of data items, once a document is ingested its available for all users, would RAF be interested in Document Grounding ?	YES

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SAP S/4HANA Joule Platform	Do you have plans to implement SAP Analytics Cloud, if yes would it be integrated with SAP Joule ?	No
SAP S/4HANA Joule Platform	Integration of SAP Joule with SAP S/4 Hana Cloud Private Edition is possible with constraints which are release specific, does RAF have any specific goal / list of integration points expected with S/4 HANA?	Yes (Intergration between SF EC & S4HANA Payroll)
SAP S/4HANA Joule Platform	Is SAP Joule expected to be integrated with SAP Fiori (Launchpad plugin) ?	Yes
Overall	Do you have any internal IT team and the resources to be part of this SAP ECC to SAP S/4HANA Migration that we need to consider while forming the project team so that we can optimize the size of the team and distribute the roles? If yes, can you please help us with those roles and the availability of those roles?	People Manag (HRIS Team) - HRIS Manager -HRIS Specialist -HRIS Administration -HC Admin Support IT Team has Basis Admin, MM, FI/CO, Authorization and SAP Technical Manager
ABAP	What are the integration points between S/4HANA and SuccessFactors (e.g., employee data, organizational data, payroll)?	Service Provider to advise
ABAP	What is the approach for identifying and mitigating custom code that is not compatible with S/4HANA (e.g., using ATC, readiness checks)?	Service Provider to advise
ABAP	How will the integration between S/4HANA and SuccessFactors be monitored?	Monitired within integration suite (CPI)
HR	Are you looking to have same go-live for S/4 upgrade and SuccessFactors	No, SAP SucessFactors first
HR	Can you please share your employee count and count of contractors (if any)	Permanent 2404 Contractors 680
HR	You included Compensation module in scope, does it include only merit increases or even bonus calculations	Both Merit and Bonus Calculations
HR	How frequently does compensation planning occur? When do you conduct your planning?	Salary Increases -April Planning occurs 3 months prior APB - Compensated in August - Cycle period runs between April-March. (Planning takes place in March).

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HR	As SuccessFactors will be your system of record for HR with Core HR and all talent modules implemented in SF, what ESS/MSS applications you think you will still continue in S/4	None ESS/MSS migrate to SF
HR	You are looking to Archive data. Can we assume, all historical data will be migrated in to the Archival system and only top of Stack Active employee records will be migrated to SF	YES
HR	Are you looking for support in Change Management and training or will you be covering this	Change Management will be covered internally Training Required (Provide training manuals and train the trainer)

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HR	<p>We understand that Payroll will remain in S/4, and you're planning to implement Time and Attendance in SuccessFactors. Are you looking for leaves, time tracking and time evaluation functionality in SuccessFactors. Do you currently have a time management solution in ECC? If so, how heavily customized is it? As you're aware, customization capabilities in SuccessFactors are more limited compared to ECC.</p>	<p>We understand that Payroll will remain in S/4, and you're planning to implement Time and Attendance in SuccessFactors.</p> <p>- YES</p> <p>Are you looking for leaves, time tracking and time evaluation functionality in SuccessFactors.</p> <p>- YES</p> <p>Do you currently have a time management solution in ECC? If so, how heavily customized is it?</p> <p>- YES, not heavily customized</p> <p>As you're aware, customization capabilities in SuccessFactors are more limited compared to ECC.</p> <p>-YES, fully aware</p>
HR	<p>Is there a requirement to use the "Clock-in and Clock-out" app or will there be any integration with a 3rd Party Time machine?</p>	<p>No</p>
HR	<p>Are the customizations and any WRICEF's developed for Payroll in ECC are compatible with the new version of system upgrade</p>	<p>Service Provider to advise</p>
HR	<p>All existing Add-Ons implemented to support ECC Payroll are compatible with target new version and third-party vendor transports / addon's (If required) will be arranged before start of the upgrade and migration</p>	<p>Service Provider to advise</p>
HR	<p>Is it possible for you to share your current system landscape/architecture diagram</p>	<p>YES, refer to the attachment</p>

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HR	Please share the list of integrations required for HR	SAP SF - S4/HANA Payroll. SAP Recruiting/Performance & Goals - SAP SF Employee Central
Data	For Data Migration, How many Data objects are considered	Refer to Specification on the relevant section
Data	What is your Data archiving plan, how many years of Data to be archived and size of the Data.	5 years retention, size refer to the attachments
Reports	How many reports are in scope ? What is the front end analytics platform ?	Refer to the attachment Currently using Report Centre for front-end analysis platform.
Overall	SAP ERP Version with EHP and SP details	EhP 8 for SAP ERP 6.0
Overall	Bluefield / Brownfield	Brownfield
Overall	Any Redesign in Scope	Yes
Overall	Modules in Scope (FI , CO , TR , PP, PM , QM , SD , MM , HCM)	Refer to the Specification
Overall	Addl. Modules (e.g PS , WM , CS , EHS etc)	No
Overall	Any industry specific solution implemented	No
Overall	Any country specific payroll	Yes
Overall	if ESS/MSS Used	Yes
Overall	Modules implemented in Finance	Refer to the Specification
HR	Can you please share the level of customization in the existing landscape or no of custom objects that need to be considered for the support services?	Level of Customization: - HRIS has about 66 z-program
Licenses	Analysis and optimization of existing SAP licenses, excluding IT landscape licenses. Please clarify if this aligns with the intended scope.	Correct

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Licenses	RAF will have a direct OEM relationship, while the service provider will handle SAP license monitoring and management. Is our understanding correct?	Correct, RAF has a direct relationship with OEM.
Licenses	It is assumed that RAF requires a comprehensive assessment of the current SAP Licenses with recommendations on optimization and subsequent reporting. Is our understanding correct	Correct. Once in the Cloud, we will have Full User-Equivalent Licenses. Yes, it would be appreciated if the SP could recommend and optimize.
Performance testing	Are Fiori apps involved?	Yes
Performance testing	Will the testing cover only SAP standard processes, or also custom developments (Z-reports, cust	Cover both
Performance testing	What external systems are integrated with SAP (e.g., Salesforce, Ariba, 3PL, banks)?	Banks, VMS, Guidewire, and a few others see Landscape attachment
Performance testing	Will the client provide performance testing tools (e.g., LoadRunner, JMeter, Tricentis)?	Yes, for each module
Performance testing	What monitoring tools will be used (e.g., SAP Solution Manager, Dynatrace, CloudWatch)?	Cloud ALM, Manage engine
Performance testing	Is root cause analysis and tuning recommendation within scope?	no, migration
Performance testing	Are there any performance SLAs or KPIs defined for S/4HANA under RISE?	out of scope, SAP Ecs already provisioned the systems
GRC	Is SAP GRC (Governance, Risk, and Compliance) implemented along with the current ECC system?	Yes
GRC	If yes, which modules of Access Control are being used (e.g., Access Risk Analysis, Emergency Access Management)?	Access management, Access Risk Analysis, Emergency Access Management
GRC	Is any other GRC Component of GRC being deployed like Risk Management/Audit Management, etc?	No
GRC	How is user provisioning being/going to be performed - via GRC or any separate identity management tool? and is the provisioning restricted to only production boxes or includes non-prod systems as well?	Includes non prod boxes
GRC	if there is an SOD compliance requirement, will the SOD rulesets be based on standard or to be completely developed afresh? -	Hybrid implementation - Start with SAP's standard ruleset as a baseline and enhance it with custom rules based on RAF business needs
GRC	for Process Control, what functionality to be used? is it only CCM or does it include other modules like policy management, etc	Only CCM

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GRC	is there is any requirement to monitor non SAP systems via GRC?	Yes, via integrations to enable holistic risk monitoring. Sample systems, Guidewire, bespoke Claims systems (VMS) ect..
GRC Access Control	What is the planned deployment model for SAP GRC Access Control? Embedded within S/4HANA or Standalone System	Embedded within S/4HANA
GRC Access Control	Will GRC be implemented in parallel with the S/4HANA or any SAP implementation?	Yes
GRC Access Control	Which GRC Access Control sub-modules are to be implemented? ARA – Access Risk Analysis ARM – Access Request Management EAM – Emergency Access Management BRM – Business Role Management	ARA – Access Risk Analysis ARM – Access Request Management EAM – Emergency Access Management BRM – Business Role Management
GRC Access Control	Do you intend to use SAP’s standard GRC ruleset or develop a custom one?	Hybrid implementation - Start with SAP’s standard ruleset as a baseline and Enhance it with custom rules based on RAF business needs
GRC Access Control	Are you planning to integrate with SAP Cloud applications with GRC? If so, are you considering the SAP IAG Bridge subscription for this integration?	Yes, if it’s the best and cost effective mechanism
GRC Access Control	Any SAP SaaS applications to be integrated with GRC? (e.g., SuccessFactors, Ariba) If yes, please specify	Success Factors, and all the other applications within S4 HANA
GRC Access Control	Do you intend to integrate an HR application with GRC (e.g., SAP HCM, SuccessFactors)? If yes, please specify	Yes
GRC Access Control	Do you plan to use SAP-delivered Fiori roles, tiles, spaces, and pages for GRC?	Yes, SAP Fiori is part of the RFP requirements
GRC Access Control	Will Access Request Management (ARM) be used for user provisioning or do you have any existing IdM (Identity Solution)?	Yes, also intergrating with internal IDM
GRC Access Control	Do you plan to use any other workflows within GRC (e.g., UAR, Role approval, Firefighter ID reviews)?	Yes
GRC Access Control	Do you require role remediation activities post-GRC implementation? If yes, approximate number of custom roles	Yes
GRC Access Control	Approximate number of users interacting with GRC	3000 (Admins - 10)
GRC Access Control	Any other expectations, integrations, or constraints to consider?	TBC - System design dependent

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GRC Process Control	How does your organization currently manage regulatory compliance requirements (e.g., SOX, GDPR, HIPAA, etc.)?	Manual Tracking
GRC Process Control	Is there a central governance structure responsible for compliance across business units and IT?	Yes - Compliance Department
GRC Process Control	How are new regulatory requirements evaluated and translated into actionable controls?	Manual
GRC Process Control	Do you have any governance or framework to manage your Internal Controls ?	Yes - COBIT 2019
GRC Process Control	Do you perform regular Control Assessments (Self-Assessment, Testing, or both)?	Yes - Controls Self-Assessments, Internal Audit, External Audit
GRC Process Control	How frequently are control assessments performed (monthly, quarterly, annually)?	Bi-annually
GRC Process Control	At what level of the organization are control assessments performed (process owners, department heads, central compliance)?	Process Owners
GRC Process Control	Is there a structured workflow for test planning, execution, documentation, and review ?	Manual
GRC Process Control	Do you perform regular Control Assessments (Self-Assessment, Testing, or both)?	Yes - CSA,
GRC Process Control	How frequently are control assessments performed (monthly, quarterly, annually)?	Bi-annually
GRC Process Control	At what level of the organization are control assessments performed (process owners, department heads, central compliance)?	Process Owners
GRC Process Control	Is there a structured workflow for test planning, execution, documentation, and review ?	Questionnaire
GRC Process Control	Do you have any automated controls or are they mostly manual ?	Hybrid
GRC Process Control	Is there a defined process to identify, configure, and monitor automated controls ?	No
GRC Process Control	How many controls (approximately) are currently automated? (Specific to ECC Business Processes/HR processes)	50%
GRC Process Control	Is there any challenge in coordinating control assessments between automation teams and manual testers?	Yes
GRC Process Control	Do you have a formal policy management process in place?	Yes
GRC Process Control	If yes, how do you manage the policy lifecycle (drafting, approval, publishing, review)?	Manual
GRC Process Control	Are policies linked to risks and controls in your control framework?	Yes

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GRC Process Control	Is policy sign-off managed electronically with audit trails?	No, in some cases Adobe is used and it creates audit trail
GRC Process Control	How do you currently report compliance status to:Business process owners? Senior management? External auditors?	Manual reports
GRC Process Control	What format is used to present control testing results and compliance status ?	Manual, Power BI, Exports, e.g., Vulnerability management, etc..
GRC Process Control	Is there an integrated dashboard or reporting tool in use?	Not currently; in the process of implementing GRC technology via Acher Solution
GRC Process Control	How do you provide supporting control testing documents to auditors?	N\A
GRC Process Control	What are the business processes currently in scope for internal control monitoring?	TBC - Critical Business Processes
GRC Process Control	Can you share the Business Process Hierarchy/Structure used for mapping controls?	N\A
GRC Process Control	Are there common controls reused across processes to reduce redundancy?	N\A
GRC Process Control	Is there a central Risk-Control Repository (RACM) available?	
GRC Process Control	How often is the RACM reviewed and updated?	RACM manual; currently implementing GRC via Acher Solution
GRC Process Control	Do you classify controls as key/non-key and automated/manual in the RACM?	
GRC Process Control	What are the key challenges your organization faces in managing internal controls and compliance?	Manual monitoring
GRC Process Control	Would you be able to share any documents (RACM, control test scripts, audit feedback) for analysis?	Only if there's a need
Finance	How many entities (like company codes) part of the existing SAP landscape? Are we expected any changes in the target landscape, during the upgrade process, if yes, could you please elaborate?	One company code - No changes
Finance	Do we need to consider any non-SAP entities as part of the upgrade process?	No, there are no non-SAP entities
Finance	Could you please help us with the SAP Finance modules in scope?	Refer to the Specification
Finance	Please share the technical architecture diagram to understand the integration scope of work and integrations among the SAP and non-SAP applications in the existing landscape?	See attached document
Finance	Are there any customisations (programs, transactions, or enhancements) within the current FICO modules? If so, how many and what are their functionalities?	Yes, 65.

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Finance	Do we need to consider any current legal regulatory requirements?	Yes, Public Finance Management Act (PFMA)
Finance	Would there be any changes required to the current Chart of Accounts ?	No, Current COA to be retained
Finance	What is the current data volume for FICO?	GL Accs = 775, Vendors = 186 797, Customers = 3 929, Assets = 64 690, Cost Centers = 503, Profit Centers = 18, Internal Orders = 47 862
Finance	Do we have any plan for the data cleansing before the migration process?	No plan, but data cleansing is expected
Ariba	Are the suppliers Willing to have or already had Ariba Business Network Accounts?	There is no Ariba currently in place, that information is not known. If the supplier is already on the network, the relationship can be linked with that ariba ID account
Ariba	What is the volume of the Supplier that will be registered in an average in a month within Ariba and the current volume of the total suppliers in the existing landscape?	There is no Ariba currently in place, that information is not known. In the existing landscape there are 186.782 suppliers in total, with the below stats: Flagged for deletion = 1.472 (LFA1 - General table) Blocked for posting = 1.265 (LFA1 - General table) Blocked for posting at Co Code level = 1014 (LFB1) Blocked for posting at Purch Org level = 132" (LFM1)
Ariba	What is the volume of the contracts that need to be migrated into Ariba?	1.566 contracts in place
Ariba	Will the exiting Sourcing Objects be migrated to Ariba?	Yes
Ariba	How many Templates are expected for Sourcing and Contract Workspaces?	contract module - contract request & sourcing request template sourcing - sourcing request template and sourcing workspace template
Ariba	Are Risk related activities be performed at the Supplier level or at the contract level?	At both levels (while work in progress, there will be risk assessment process conducted by the contract specialist on side)

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Ariba	Currently which product is being used for the e Signature of the contracts. Example DocuSign. Adobe or Manual Signatures?	None
Ariba	How many Users will be involved in the process like managing contracts, sourcing projects, Orders?	Information outstanding from business. Mail sent to Sithembile Nhleko <Sithembilen@raf.co.za>
Ariba	Will S4 Hana be the source for Master Data to Ariba?	Yes
Ariba	what is the current method or technolgoy used for Procurement, Sourcing, contracting and Supplier Management?	SAP ERP
SAP S/4HANA Basis, Security and SAP GRC	What is the service provider in the cloud ?	AWS
SAP S/4HANA Basis, Security and SAP GRC	Do you have the overall architecture change / analysis happened in the past, if yes can you please share the final outcome?	No (slight change happened last year with server segregation activity although it did not really affect the landscape)
SAP S/4HANA Basis, Security and SAP GRC	What would be your existing RPO/ RTO and expected RPO/ RTO?	6 hours for DR failover
SAP S/4HANA Basis, Security and SAP GRC	Is GRC embedded with SAP S/4HANA or standalone for the integration purpose ?	currently standalone
SAP S/4HANA Basis, Security and SAP GRC	Could you please help us in understanding the existing data archiving methodology along with SAP DS?	No Archiving in place
SAP S/4HANA Basis, Security and SAP GRC	Do you have the central archiving repository for data archiving?	No
SAP S/4HANA Basis, Security and SAP GRC	What is your existing yearly cycle for SAP maintenance for the current landscape ?	upgrades are done twice a year (oracle SBP and SAP SP's)
SAP S/4HANA Basis, Security and SAP GRC	Who is managing the audit and compliance for the existing landscape?	AGSA
SAP S/4HANA Basis, Security and SAP GRC	What type of role architecture you have it - composite, single etc.,?	Single
SAP S/4HANA Basis, Security and SAP GRC	Do you have any active directory for single sign on ? If yes, then, Is it only applicable to SAP SFSF or other modules too?	NO SSO
SAP S/4HANA Basis, Security and SAP GRC	Have you considered any SLT tool for analytics (BW) data migration ?	BW not in scope

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SAP S/4HANA Basis, Security and SAP GRC	What is the existing decommissioning policy for the current landscape?	It goes to CAB for approval
Integration - CPI (BTP)	Total number of PI/PO integrations. Number of Inbound and Number of the outbound	Lots, of intergartion in place
Integration - CPI (BTP)	Complexity of the integration and number of most critical integrations	banking and claims, guidewire, VMS are amongst the most critical
Integration - CPI (BTP)	Number of integrations with government authorities, if any	Department of Health (DOH mainly for Claims systtem but the intergration shows in PO)
Integration - CPI (BTP)	Number of third-party integrations	there is a lot of interfaces(VMS, claims, OMADA,Guidewire,Bank),etc
Integration - CPI (BTP)	List of ongoing projects involving integrations and current state of the integrations	Banking optimization(host to host)
Integration - CPI (BTP)	Number of CRs (Enhancements) per months /Quarters	about 3 changes per month upon CAB approval
Integration - CPI (BTP)	System patching frequency if the system is regularly patched	usually maintanance is done once a month
Integration - CPI (BTP)	Availability of the documentation for existing integration	yes
Integration - CPI (BTP)	Is the SAP integration suite already available in the existing landscape, or is the plan to get it as part of the transformation?	already in place for SAP SuccessFactors
Integration - CPI (BTP)	Does transformation include migration of existing integrations from PI/PO to CPI or implementation of new integrations in SAP CPI?	yes
SAP SolMan / cALM	What are the current functionalities being used in SAP Solution Manager ?	EWA, system monitoring, soldoc(system was rebuild recently and reconfiguration underway)
SAP SolMan / cALM	Do you have Technical Monitoring configured in existing SAP Solution Manager for all SAP Application or for specific landscapes ?	yes, not fully functional after system rebuild
SAP SolMan / cALM	Do you have Business process monitoring in existing SAP Solution Manager ?	yes, needs to be reconfigured after system rebuild
SAP SolMan / cALM	Are you using ChaRM for Transport Movement for existing SAP landscape ?	No
SAP SolMan / cALM	Have you done any Technical analysis and available Cloud ALM Functional Feasibility based on to be landscape if it is then please share ?	Not done yet, but already provisioned
SAP S/4HANA Fiori/UI5	Please share the users count for SAP Fiori apps?	estimate 3000
SAP S/4HANA Fiori/UI5	Fiori Apps - Mode of usage , is it over interent or within the company network ?	Both

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SAP S/4HANA Fiori/UI5	Do you also want to user Portal Cloud (HCP) also side by side FIORI Ux ?	To be determined at the later stage
SAP S/4HANA Fiori/UI5	Only HCM functions like ESS/ MSS are required to be implemented in Fiori Ux or are they any other apps ?	HCM
SAP S/4HANA Fiori/UI5	As is ESS/MSS customizations , are all these considered in to be applications ? with S4 Fiori you get much better apps so and also here migration from ESS/MSS BP is not being considered in this case.	Refer to the Specification
SAP S/4HANA Fiori/UI5	Are there any specific mobile devices or browsers that will be used to access Fiori apps?	Cater for all browser, refer to the specification
SAP S/4HANA Fiori/UI5	What is the preferred user interface (UI) look and feel?	As per RAF CI Manual guidelines
SAP S/4HANA Fiori/UI5	What are the preferred deployment options: Embedded or Central Hub?	Service Provider to advise
SAP S/4HANA Fiori/UI5	What are the security requirements for accessing Fiori applications?	Refer to the specification
SAP S/4HANA Fiori/UI5	Related to as is custom apps in ESS/MSS , do you expect same UI patterns to also be in Fiori UX ? If yes , then this requires more discussions.	Yes, to be discussed
SAP S/4HANA Fiori/UI5	In S4 Fiori , then is no concept of business packages (ESS/MSS) , it is the fiori app library list to be explored . In this case , business has to be more decisive on the needs & purpose . Is this aligned with your plan as well ?	Service Provider to advise
SAP S/4HANA Joule Platform	SAP Joule is available only in certain data centers, is there any specific preference of Cloud Service Provider (AWS, GCP and Microsoft Azure only these 3 are supported) ?	to be discussed
SAP S/4HANA Joule Platform	Due to Latency considerations, its recommended to use a data center which is closer to South Africa or atleast the data center being chosen for other Cloud products such as SAP Successfactors, does South Africa have any data / export regulations with Europe that may hinder integration with Joule.	Service Provider to advise
SAP S/4HANA Joule Platform	SAP Joule is expected to be integrated with SAP Successfactors and later on extended to other SAP Products (potentially Ariba etc), this would mean integration with SAP Build Work Zone, which in turn depends on SAP Cloud Identity management, SAP Cloud identify management isn't mentioned in the RFP document, we are assuming this will be part of solution, do you see any challenge with switching your current Identity Provider within RAF ?	Service Provider to advise

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SAP S/4HANA Joule Platform	If there are challenges switching the current Identity Provider, SAP Cloud Identity Services can act as a proxy for 3rd party IDP, what is the currently implemented IDP in RAF?	Option to be considered
SAP S/4HANA Joule Platform	For Integrating Microsoft Teams with SAP Joule, Microsoft Entra ID as a Corporate IdP is essential, do you have Microsoft Entra ID as your corporate IdP?	yes
SAP S/4HANA Joule Platform	SAP Joule has multiple Use Cases supported in SAP SuccessFactors, do you already have any planned use cases (such as Learning, Onboarding, Performance & Goals, Recruiting etc)#?	to be discussed
SAP S/4HANA Joule Platform	Is SAP Joule required to be used on Mobile(SAP SuccessFactors Mobile)	yes
SAP S/4HANA Joule Platform	Should SAP Joule be integrated to any RAF document repository, Joule can integrate with Microsoft Sharepoint currently (document grounding), this would allow Joule to provide contextual responses rather than general responses. The content setup for ingestion needs to be curated by RAF so that it doesn't contain any personal data as the service currently doesn't distinguish sensitivity of data items, once a document is ingested its available for all users, would RAF be interested in Document Grounding ?	to be discussed
SAP S/4HANA Joule Platform	Do you have plans to implement SAP Analytics Cloud, if yes would it be integrated with SAP Joule ?	yes
SAP S/4HANA Joule Platform	Integration of SAP Joule with SAP S/4 Hana Cloud Private Edition is possible with constraints which are release specific, does RAF have any specific goal / list of integration points expected with S/4 HANA?	to be discussed
SAP S/4HANA Joule Platform	Is SAP Joule expected to be integrated with SAP Fiori (Launchpad plugin) ?	yes
SAP S/4HANA Core - HCM Payroll	What are the Fiori Apps in HCM implemented in the current landscape?	No Fiori Apps Implemented
SAP S/4HANA Core - HCM Payroll	How time recording is taking place in the system for employees?	Negative
SAP S/4HANA Core - HCM Payroll	What is the total population covered in HCM and for payroll?	HCM (80) Payroll(8)

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SAP S/4HANA Core - HCM Payroll	What is the process of capturing time and Attendance in the SAP?	ESS/MSS
SAP S/4HANA Core - HCM Payroll	Please define the total number of locations covered for employees ?	6 Regions
SAP S/4HANA Core - HCM Payroll	Total number of custom(Z) reports and process currently in use ?	HR has about 66 custom(Z) reports
SAP S/4HANA Core - HCM Payroll	What will be the total number of users count for HR ?	HR 3084
SAP S/4HANA Core - HCM Payroll	Are there any country-specific localization requirements in Employee Central?	Employee Central not Implemented
SAP S/4HANA Core - HCM Payroll	What are the compensation cycles (annual, half yearly, quarterly)	Annualy
SAP S/4HANA Core - HCM Payroll	Will compensation data be integrated with payroll in S/4HANA	Yes
SAP S/4HANA Core - HCM Payroll	What is the legacy system or tool used for learning?	None
SAP S/4HANA Core - HCM Payroll	Will existing learning history be migrated?	Migrate learning history data for 2025
SAP S/4HANA Core - HCM Payroll	Offboarding and Crossbording is also part of implementation?	Yes -Onboarding -Crossboarding -Offboarding
SAP S/4HANA Core - HCM Payroll	What type of Learning content you offer (Classroom, e-learning , external)	Classroom, E-learning, Virtual & External
SAP S/4HANA Core - HCM Payroll	Do you have external audience in learning module (partners and contractors)	YES, With the exception of an outsourced RAF Contact Center which consist of less than 5% of the employee count
SAP S/4HANA Core - HCM Payroll	What historical data you want to store for Compensation module implementation?	No historical data will be migrated

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SAP S/4HANA Core - HCM Payroll	How many performance review forms or Goal Plans are you planning to implement?	Refer to the Specification
SAP S/4HANA Core - HCM Payroll	Are contingent workers in scope?	No, They are managed through identity & access manag system
SAP Analytics - BW, BODS	Standardise current SAP BW ERP Reports, can you please elaborate more on expectation of standardise? its bit unclear what is the ask	Develop the current reports to the acceptable standards. Parameters are available, you only need to make reports presentable/appealing.
SAP Analytics - BW, BODS	Why do we need to create Views of existing SAP BW ECC reports, What is the purpose/Use of View creation in S4 on existing SAP BW reports?	You need to create views that will allow the existing reporting to happen.
SAP Analytics - BW, BODS	In section 4.2.4.7 It say BW, BO and BODS are Out of scope our understanding on this is BW, BO, BODS versions, Patch. Etc upgrade is out of scope	True after migration to SAP 4/HANA otherwise support should be included.
SAP Analytics - BW, BODS	How many reports are currently active in BW System along with Complexity of the Reports	Slightly more than easy 10 reports.
SAP Analytics - BW, BODS	How many users and regions are covered for Analytics?	All RAF regions.
SAP Analytics - BW, BODS	What are different sources which are feeding the data to SAP BW	SAP ECC, FI and HCM
SAP Analytics - BW, BODS	Can you please elaborate more on section 4.4 on improvement areas like Report Performance, Data Extraction Etc..?	Optimize the current reports. Do not do garbage in garbage out.
SAP Analytics - BW, BODS	What are sources of SAP BO?	SAP BW, SQL Server, Informix, SharePoint, and spreadsheets.
SAP Analytics - BW, BODS	Please help share the use of SAP BODS?	SAP BusinessObjects Data Services is an ETL Tool. Currently is not in use.
SAP Analytics - BW, BODS	Only SAP FI and HCM modules to be considered for S4 HANA views creation or we are expecting others modules as well?	Yes, only FI and HCM.
SAP Analytics - BW, BODS	Approximately how many S4 HANA views are expected to be created from existing SAP BW Reports?	We don't know, reports will determine.

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Benefits Realization	Do you have a business case that you have developed that we can use to operationalize it which is needed as a basis for the benefits realization plan or is your expectation that we will deliver a business case and benefits realization plan as part of the scope of the RFP? Can you also confirm the timeline for the Benefits Realization plan - 3 - 6 months after go-live?	No, Service provider to assist (6 months)
Benefits Realization	In Section 4.17.3, it is mentioned that benefit realisation expectations may be codified in the final contract, potentially including performance-based incentives, joint review forums, and post-implementation tracking. Could you please clarify whether these elements will be mandatory contractual obligations ? or subject to negotiation during contract finalisation? Is RAF expecting the contractor to sign an Outcome Based model based on benefits realization?	To be discussed