NATIONAL HOUSING FINANCE CORPORATION

Invitation to submit RFI

REQUEST FOR INFORMATION FOR A CLOUD ENTERPRISE RESOURCE PLANNING SOLUTION

RFI Number: NM01/04/2025

Issue by
NHFC 90 Grayston Drive 5th Floor, 90 Grayston Sandton

Full Name of Bidding/Tendering Entity: _____

Contact Person: _____

Telephone Number: _____

Advert Date: 02 April 2025

Non-Compulsory Briefing Session: 16 April 2025 at 11:00 (MS Teams)
Meeting ID: 397 084 913 43
Passcode: 4tq946ap

Closing Date and Time: 30 April 2025 at 11:00 **extended to 12 May 2025 at 11:00 (No late proposals will be accepted)**

Bid Enquiries: tenders01@nhfc.co.za

Bidders Authorised Signatory: _____

Initials and Surname: _____

Signature: _____

Submission: One (1) original hard copy and a soft copy (USB) must be submitted in a sealed envelope, appropriately marked and be deposited in the bid box situated at 90 Grayston Drive, 5th Floor 90 Grayston Building, Sandton.

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GLOSSARY AND DEFINITION.

TERM	DEFINITION
Affordable Housing	Housing that is affordable to low- and middle-income households, typically defined by a monthly household's income as per the Finance Sector Charter—maximum income of R32 000 in 2024.
Affordable Housing Ecosystem	The network of stakeholders, including developers, financial institutions, government bodies, and end-users, that support the planning, creation and maintenance of affordable housing.
AI (Artificial Intelligence)	The simulation of human intelligence in machines, enabling them to perform tasks such as decision-making, problem-solving, and data analysis to improve operational efficiency.
AI-Driven Analytics	The use of artificial intelligence to process and analyse large sets of data to extract meaningful insights for decision-making.
Agile and Value-Stream-Based Delivery	Vendor’s ability to deliver the Cloud ERP solution in an agile, modular approach, ensuring continuous integration and incremental value realization.
Apex DFI (Development Finance Institution)	A top-tier financial institution tasked with facilitating the funding and development of sustainable human settlements.
API (Application Programming Interface)	A set of rules and protocols that allow different software applications to communicate, enabling seamless data exchange and system integration.
Back-office Operations	The administrative and support functions of an organisation, including HRM (hire to retire), finance, procurement, and contract management, necessary for the smooth operation of the business.

B-BBEE (Broad-Based Black Economic Empowerment)	A policy framework aimed at advancing economic transformation and increasing the participation of historically disadvantaged individuals in the South African economy.
Cloud ERP (Enterprise Resource Planning)	A digital solution hosted in the cloud that integrates core business processes like finance, supply chain, lending, and project management into a unified platform.
OEM/Cloud ERP Platform Owner & Provider /	The original developer and owner of a cloud-native, multi-tenant ERP platform, built, maintained, and delivered as a first-party cloud service with first-party support and maintenance. The provider must directly offer integrated innovation capabilities (e.g., AI, automation, DevOps) within the Cloud ERP solution. **NB:** Resellers, implementing partners, system integrators, third-party cloud-hosted ERP solutions, and standalone innovation vendors are excluded.
Cloud ERP Implementing Partner	A certified systems integrator (SI) or implementation partner that specialises in deploying, configuring, customising, and integrating Cloud ERP platforms for enterprise clients. **NB:** Implementing Partners must have direct expertise and accreditation from Cloud OEM/ERP Platform Owners & Providers and offer services such as data migration, system integration, process automation, user training, and post-implementation support. Third-party ICT service providers without a direct partnership or certification from Cloud ERP Platform Owners & Providers are excluded.
Compliance and Security	Adherence to regulations such as POPIA, FSRA, SHRA, with robust cybersecurity and data privacy measures.
Data Analytics	The process of inspecting, cleaning, transforming, and modelling data to discover useful information, support decision-making, and improve business performance.

DFIs (Development Finance Institutions)	Entities established to provide financial support for development projects that promote social and economic development, particularly in underserved markets.
Digital Transformation	The process of using technology to radically improve the performance and reach of an organization, enhancing operational efficiency, collaboration, and data-driven decision-making.
Economic Transformation Commitment	Vendor's commitment to supporting NHFC's transformation goals, including alignment with B-BBEE standards, skills development, and enterprise development.
Financial Structuring	The method of arranging financing for housing projects, including loans, grants, and other funding sources to meet the project's financial needs.
FSRA (Financial Sector Regulation Act)	A South African law governing the regulation of financial institutions to ensure stability and compliance.
Gap Market	A segment of the population whose income is too high to qualify for government housing subsidies but too low to access traditional mortgage financing. Currently defined as households who fall in the monthly income bracket of R3 500 up to R22 000.
Housing/Human Settlements Ecosystem	The interconnected stakeholders and processes involved in the provision of housing/human settlements, including developers, municipalities, financial institutions, and regulators.
HSDB (Human Settlements Development Bank)	The intended end-sate of the strategic transformation of NHFC, aimed at broadening its mandate to include facilitating housing and amenities, planning support, and funding bulk infrastructure to unlock human settlements.
Low-Code/No-Code Platforms	Development environments that enable users to create applications with minimal or no coding, leveraging drag-and-drop functionality and pre-built templates to accelerate development.

Microservices	A software architecture style that structures applications as a collection of small, independent services that communicate through APIs, offering flexibility and scalability.
Multi-Tenancy	A software architecture where a single instance of a solution serves multiple users or organizations, ensuring data isolation, security, and efficient resource utilization for each tenant.
Multi-Tenant ERP Solution	A cloud-based ERP system that allows multiple entities (e.g., different stakeholders like developers and municipalities) to use the same platform while keeping their data separate.
NHFC (National Housing Finance Corporation)	A government entity focused on providing innovative housing finance solutions to low- and middle-income markets, enabling the development of affordable housing in South Africa.
Non-banking Retail Intermediaries	Financial institutions that operate outside the formal banking system but are registered with the National Credit Regulator, offering loans or financing for housing development or homeownership.
OEM (Original Equipment Manufacturer)	The company that designs, develops, and manufactures the proposed Cloud ERP solution, offering direct expertise and support.
POPIA (Protection of Personal Information Act)	South African legislation that governs the collection, processing, and protection of personal information to ensure privacy and security compliance.
SaaS (Software as a Service)	A software delivery model where applications are hosted in the cloud and accessed via the internet, typically on a subscription basis, enabling cost-effective and scalable solutions.
Social Housing Institutions	Organizations focused on providing affordable housing for low- and middle-income families, that are subsidised by government grants and loans.
Tenant Management	The process of managing tenant relations, leases, rent collection, and maintenance within the housing and property sector.

1. Purpose of the document

1.1 NHFC is seeking to identify a strategic OEM/Cloud ERP Platform Owner & Provider capable of supporting its vision of digitisation transformation journey.

1.2 The purpose of this RFI is to gather comprehensive insights from OEM/Cloud ERP Platform Owner & Provider Companies on their ability to deliver a scalable, integrated Cloud ERP solution tailored to NHFC's unique needs including its external stakeholders' requirements.

1.3 The RFI aims to gather insights from technology providers within the South African market to assess their technical expertise, track record, innovation, digital transformation impact, and ability to address complex business challenges through Cloud ERP solutions.

1.4 NHFC seeks to validate and refine Cloud ERP specifications by leveraging input from OEM/Cloud ERP Platform Owner & Provider Companies to ensure the solution comprehensively addresses its requirements -The platform will support the full housing lifecycle, from project inception and financing to property development and tenant management for rental products.

1.5 A key objective is to assess how well commercially available Cloud ERP solutions align with NHFC's functional, operational, and strategic goals. - This initiative represents a paradigm shift in how affordable housing is planned, financed, and delivered in South Africa, going beyond a technological upgrade.

1.6. The RFI aims to obtain representative cost structures covering software licensing or subscription fees, annual maintenance costs, hosting options (cloud or on-

premises), and other operational expenses to inform financial planning - The Cloud ERP platform will focus on NHFC's internal operations and emerging property developers, establishing a foundation for scaling digital transformation in the affordable housing ecosystem.

1.7 NHFC invites innovative and visionary OEM/Cloud ERP Platform Owner & Provider Companies to contribute to this transformative journey, helping create a digitally enabled housing sector that improves lives, fosters economic inclusion, and supports South Africa's sustainable development goals.

1.8 This Request for Information (RFI) is issued solely for **information-gathering purposes**. It does not constitute an offer, commitment, or obligation by NHFC to proceed with a contract or partnership with any Cloud OEM/ERP Platform Owner & Provider. The RFI aims to assess market capabilities and gather insights to inform NHFC's strategic decision-making.

2. Introduction

2.1 Overview of the NHFC and Strategic Transition to HSDB

The National Housing Finance Corporation (NHFC) is committed to improving access to adequate, affordable housing for South African households. Its mission focuses on providing innovative housing finance solutions to low- and middle-income markets, enabling the development of quality living environments. Over the years, NHFC has been instrumental in funding affordable housing initiatives, working with social housing institutions, private developers, construction firms, and non-banking retail intermediaries.

Guided by core values of **Accountability, Collaboration, Excellence, Leadership, Integrity, Innovation, Diversity, Ubuntu, and Professionalism**, NHFC seeks to drive transformative social and economic development through its housing initiatives.

To expand its impact and meet South Africa's evolving housing needs, NHFC is undergoing a strategic transformation into the **Human Settlements Development Bank**

(HSDB). This transition broadens its mandate to include playing an active role in not only funding housing but also amenities that result in sustainable human settlements. Additionally, the role of the HSDB will include playing an active role to co-ordinate the sector during the planning phase of developments, facilitating funding for bulk infrastructure to unlock delivery of human settlements projects as well as providing technical support for emerging property developers. The HSDB is expected to be an apex DFI in the human settlements sector, it therefore becomes central that it becomes an efficient operation. A central component of this transformation is **digitising operations and value chains**, creating a seamless, technology-enabled ecosystem for affordable housing delivery.

This vision extends beyond NHFC itself. By leveraging a modern, cloud-native ERP platform, NHFC aims to empower stakeholders, including emerging property developers, intermediaries, and community partners, with **digital tools that enhance collaboration, operational efficiency, and data-driven decision-making**. For example, emerging developers will gain access to tools that improve project management and financial structuring, enabling them to meet the rigorous demands of housing finance and project delivery. **This approach aligns with NHFC's commitment to economic transformation, capacity building, and the empowerment of historically disadvantaged groups.**

3. Context: Sector Challenges and Opportunities

3.1 Introduction to Human Settlements Policy and the NHFC

Following the National Treasury review of DFIs in 2007/08, the Department of Human Settlements initiated the consolidation of three key institutions by merging the Rural Housing Loan Fund (RHLF), the National Urban Reconstruction and Housing Agency (NURCHA), and the National Housing Finance Corporation (NHFC) into a single human settlements Development Finance Institution (DFI), the NHFC. The primary aim of this consolidation was to address systemic challenges in South Africa's housing sector, enhance service delivery, and create equitable access to functional housing markets. The

merger became effective on 1 October 2018. This merger served as a first step in the establishment of the Human Settlements Development Bank.

The **Policy Framework Establishing Human Settlements Development Finance Institution (2017)** outlined several objectives for this consolidation:

- Streamlining DFI mandates to enhance efficiency and service delivery.
- Attracting private funding to expand DFI reach and promote sustainable housing development.
- Addressing housing delivery backlogs and infrastructure constraints.
- Developing primary and secondary mortgage markets to stimulate private and international investment.

As the consolidated DFI, NHFC plays a pivotal role in facilitating sustainable human settlements by serving stakeholders across the housing ecosystem. Its mission includes:

- Financing construction projects, mixed-income developments, and supporting infrastructure.
- Facilitating access to housing finance for both formal and informal housing sectors.
- Facilitating access to housing subsidy grants to enable first time home ownership in the affordable housing market.
- Providing bridging finance to contractors and loans to developers, landlords, and social housing institutions.
- Offering advisory services to strengthen the affordable housing market.
- Supporting low- to middle-income households through tenure options like renting, rent-to-own, incremental building, and rural-linked loans.
- Driving transformation within the human settlements value chain.

3.2 Challenges in the Affordable Housing and Human Settlements Sector

South Africa’s affordable housing and human settlements sector faces critical challenges that hinder effective delivery and equitable access:

3.2.1 Housing Backlog

- Over 2.4 million households lack adequate housing, residing in informal settlements or substandard conditions.
- Population growth and urban migration are projected to drive demand for an additional 2.5 million households by 2030.
- As of 2022, 12.2% of South African households (2.17 million) lived in informal dwellings.

3.2.2 Funding Constraints

- Limited access to affordable housing finance affects both developers and households.
- Households earning between R3,500 and R15,000 per month (the "gap market") often fall outside of government free subsidy eligibility while also being unable to qualify for traditional mortgages. In the upper end of this income bracket, there is anecdotal evidence from the banks and developers that even households in the income bracket between R15, 000 and R22, 000 are now struggling to access traditional mortgages.

3.2.3 Fragmented Ecosystem

- Stakeholders, including developers, municipalities, financial institutions, and regulators, operate in silos, resulting in inefficiencies and limited collaboration.

3.2.4 Data Gaps

- The lack of reliable, real-time data on housing demand, (and affordable housing supply), finance availability, and project progress hampers decision-making and resource allocation.

3.2.5 Operational Inefficiencies

- Outdated, manual processes delay project execution, limit scalability, and reduce housing opportunities for low-income households.

3.3 Quantifying the Housing Ecosystem

Understanding the scope and potential of South Africa's housing sector is crucial for OEM/Cloud ERP Platform Owner & Provider Companies to align their solutions with NHFC's goals:

3.3.1 Market Potential

- South Africa's residential property market includes 6.91 million properties, with 76% valued under R1.2 million.
- 32% of these properties are government-subsidised, reflecting the critical role of public investment.

3.3.1 Emerging Developers

- NHFC's incubation programmes support emerging developers by addressing financial and operational barriers.
- Approximately 43% of affordable housing stock is located outside metro areas, presenting untapped opportunities for innovative financing and development support.

3.3.4 Sector Financing Needs

- Addressing the housing backlog and future demand could require investment of between R1.47 trillion and R2.94 trillion, based on estimated development costs of R300,000 to R600,000 per unit.

3.4 NHFC Medium-Term Objectives and Targets

To tackle these challenges, NHFC has set clear medium-term objectives:

3.4.1 Housing Delivery

Catalyse the ecosystem to deliver over 200,000 housing opportunities per annum within the next five years.

3.4.2 Emerging Developer Support

Provide digital platforms and capacity-building initiatives to enable emerging developers to achieve financial closure, manage construction risks, and implement effective tenanting strategies.

3.4.3 Data Transparency

Develop reporting capabilities that provide real-time insights into funding allocation, housing demand, and project progress to support evidence-based decision-making.

3.4.5 Opportunities for Digitisation

Cloud ERP technology offers transformative potential to address sector challenges, align with NHFC's objectives, and unlock efficiencies across the housing value chain.

3.4.6 Scaling NHFC's Financing Capacity

Digitised financing operations can enable faster processing of funding applications and disbursements, reduced risks, and improved scalability, empowering developers (emerging & established) to contribute to reducing the housing backlog.

3.4.7 Fostering Ecosystem Collaboration

A multi-tenant, cloud-native ERP solution can unify the housing value chain, enhancing coordination, transparency, and collaboration among stakeholders such as NHFC, developers, municipalities, and financial institutions.

3.4.8 Unlocking Data-Driven Insights

Embedded AI-driven analytics can optimise resource allocation, improve forecasting, and enhance project delivery outcomes and reporting.

3.4.9 Supporting Economic Transformation

Digitisation aligns with South Africa's economic transformation goals by supporting small and emerging developers, broadening market access, and increasing operational efficiency.

3.4.10 Driving Innovation

A cloud-based ecosystem provides an adaptive platform for responding to policy changes, exploring new financing models, and adopting scalable technologies.

3.4.11 Conclusion

NHFC's vision for digitisation represents a unique opportunity for OEM/ Cloud ERP Platform Owner & Provider Companies to drive systemic change in South Africa's affordable housing sector. By implementing an advanced Cloud ERP solution, OEM/ Cloud ERP Platform Owner & Provider Companies can address critical challenges, enable NHFC to achieve its medium-term objectives, and foster a more inclusive, efficient, and sustainable housing ecosystem.

4. Objectives of the Cloud ERP Initiative

The Cloud ERP initiative is a cornerstone of NHFC's transition into a digitally enabled Human Settlements Development Bank (HSDB). This initiative aims to meet **both internal operational needs and external stakeholder requirements**, enabling digital collaboration across the affordable housing ecosystem while aligning with South Africa's economic transformation objectives.

4.1 Strategic Objectives

4.1.1 Build a Unified Digital Ecosystem:

Integrate NHFC's core functions, including lending, grant facilitation, strategic investments, credit, finance, supply chain management, and back-office operations, into a cohesive, cloud-native ERP platform. This platform must also accommodate external stakeholders' requirements, such as real estate, construction, and programme management, ensuring seamless collaboration and streamlined processes across all facets of NHFC's operations and external engagements.

4.1.2 Forge Strategic Partnerships:

Establish a long-term partnership with a OEM/Cloud ERP Platform Owner & Provider that shares NHFC's transformation vision, fostering mutual value creation and sustained innovation.

4.1.3 Empower Emerging Developers:

Provide digital tools and platforms to help emerging developers optimise their operations, manage risks, and reduce transaction costs, ensuring alignment with NHFC's strategic goals.

4.1.4 Enable Data-Driven Decision-Making:

Deliver real-time insights and predictive analytics to improve governance, funding requirements, risk management, compliance, and adaptability in a rapidly changing sector, empowering evidence-based decision-making.

4.2 Tactical and Operational Objectives

4.2.1 Streamline and Automate Processes:

Standardise workflows, reduce redundancies, and enhance operational efficiency through automation and integration.

4.2.2 Replace Legacy Systems:

Consolidate fragmented and outdated systems into a scalable, modern, and modular Cloud ERP solution.

4.2.3 Enhance Risk Management, Reporting and Compliance:

Enable advanced data management, analytics, and reporting to support informed decision-making, risk management and regulatory compliance.

4.2.4 Support Multi-Channel Customer-Centric Service Delivery:

Ensure accessibility across diverse channels and devices for all stakeholders, including employees, and external partners, including developers.

4.2.5 Seamlessly Integrate Ecosystems:

Facilitate smooth interoperability with banks, third-party systems, and NHFC's broader ecosystem of stakeholders.

4.3 Strategic Partnership Opportunity

The Cloud ERP initiative offers OEM/Cloud ERP Platform Owner & Provider Companies an opportunity to collaborate with NHFC as strategic partners in transforming South Africa's affordable housing and human settlements sector.

4.3.1 **For** OEM/Cloud ERP Platform Owner & Provider Companies**, This Partnership Offers:**

4.3.1.1 Sectoral Impact Leadership

Contribute to addressing South Africa's housing deficit by digitising NHFC's financial services operations and enabling transformation across the housing ecosystem.

4.3.1.2 Innovation Co-Creation

Collaborate on pioneering solutions leveraging AI, modular Cloud ERP design, low-code/no-code platforms, and open data-driven capabilities.

4.3.1.3 Economic Growth Contribution

Play a key role in empowering underserved communities and promoting inclusive development through NHFC's value chain.

4.3.1.4 Long-Term Collaboration

Partner with NHFC in an ongoing journey of improvement, innovation, and alignment with evolving strategic objectives.

4.3.2 For NHFC, This Partnership Ensures:

4.3.2.1 Access to Proven Platforms

Implement technology solutions tailored to NHFC's operational needs while advancing sector-wide transformation goals.

4.3.2.2 Accelerated Time-to-Value

Adopt an agile, modular implementation approach that delivers incremental and continuous benefits throughout deployment.

4.3.2.3 Alignment with Strategic Goals

Leverage a shared commitment to creating lasting value for South Africa's affordable housing ecosystem.

4.4 Expected Outcomes of the Cloud ERP Implementation

The Cloud ERP platform is expected to deliver the following **strategic and operational outcomes**:

4.4.1 Strategic Outcomes

4.4.1.1 Modernised Operations

Seamless integration and automation across NHFC's core and support functions to enhance efficiency and scalability;

4.4.1.2 Sector Transformation

Position NHFC as a leader in digital innovation and affordable housing delivery; and

4.4.1.3 Resilience and Adaptability

Build a flexible, future-ready platform capable of evolving with the needs of NHFC/HSDB and the affordable housing sector.

4.4.2 Operational Outcomes

4.4.2.1 Standardised Processes

Establish consistent workflows and records across NHFC and its ecosystem.

4.4.2.2 Enhanced Productivity

Deliver a user-friendly interface and automated processes to drive user adoption and operational efficiency.

4.4.2.3 Stakeholder Engagement

Enable multi-tenant capabilities to promote collaboration, transparency, and accessibility for all ecosystem participants.

D1 Diagram: Target Architectural Landscape - This provides a high-level overview of how the NHFC'S components fits together across the business, data, application, technology and security architecture domains.

4.5 Key Attributes of OEM/Cloud ERP Platform Owner & Provider Companies

NHFC seeks to collaborate with OEM/Cloud ERP Platform Owner & Provider Companies that meet the following **criteria**:

4.5.1 Proven Cloud ERP Solutions.

Demonstrated expertise in delivering global leading Cloud ERP solutions with support for SaaS-based public, private, and hybrid cloud environments.

4.5.2 Sector Experience

Proven experience in all key areas including development finance institutions, affordable housing, and public sector implementations.

4.5.3 Comprehensive Industry Modules

Capability to support key business functions such as wholesale lending, strategic investments, grant management, property development, project management, real estate, finance, HR, and procurement.

4.5.4 Advanced Innovation Capabilities

Expertise in data management, advanced analytics, AI, low-code/no-code platforms, API-first integration, and microservices.

4.5.5 Compliance and Security

Adherence to South African regulations, including POPIA, FSRA, and SHRA, with robust cybersecurity and data privacy measures.

4.5.6 Multi-Channel and Multi-Tenant Functionality

Solutions enabling accessibility and collaboration across diverse user groups and devices.

4.5.7 Commitment to Transformation

Demonstrated focus on compliance with B-BBEE standards and contributions to South Africa's economic development.

4.5.8 Local Presence

A strong operational footprint in South Africa, with certified implementation partners and referenceable clients.

5. Response Requirements

To gather information to identify the most suitable OEM/ Cloud ERP Platform Owner & Provider for its Cloud ERP initiative, NHFC requests OEM/Cloud ERP Platform Owner & Provider Companies to submit detailed and comprehensive responses that address the below components. These responses will facilitate NHFC's understanding of each OEM/Cloud ERP Platform Owner & Provider Company's capabilities and alignment with the strategic goals of the initiative.

All submissions should include the following components:

5.1 Executive Summary

A concise overview of the OEM/Cloud ERP Platform Owner & Provider Company's proposed Cloud ERP **solution capabilities,** highlighting:

- Alignment with NHFC's vision, strategic objectives, and sector transformation goals.
- High-level value propositions for NHFC's Cloud ERP initiative.

5.2 Baseline Requirements

Confirmation of alignment and description of the following baseline capabilities, experience, and compliance requirements for your Cloud ERP solution.

To facilitate a better understanding of capabilities, OEM/Cloud ERP Platform Owner & Provider Companies are requested to complete the Baseline Requirements Table **(Appendix A)** including providing supporting documents.

5.2.1 Cloud ERP Offering: Platform Maturity and Compliance

- Provide details on the scalability, security, and cloud-native architecture of the ERP solution.
- Outline support for deployment across public, private, and hybrid cloud environments.
- Describe compliance with South African data sovereignty laws, including local cloud hosting options.
- Explain multi-tenancy capabilities that support multi-stakeholder collaboration.
- Confirm security measures (e.g. cybersecurity protocols), and
- Compliance with South African regulations (e.g., POPIA) and relevant international standards.

5.2.2 Cloud ERP Capabilities: Integrated Industry Modules

Describe how the ERP solution supports modular deployment relevant to development finance institutions, affordable housing, and the public sector.

Outline functionality for the following modules:

- Financial Services: Wholesale lending, grant management, strategic investments (including corporate finance), credit, and treasury.
- Property & Asset Management: Real estate development, construction, leasing, and maintenance.
- Enterprise Back-Office Functions: Finance, HR, procurement, programme management, contract management, and general administration.
- Multi-Tenant Based Customisation: Methods for defining and configuring tenant templates for emerging developers and other ecosystem stakeholders.

5.2.3 Agile and Value-Stream-Based Delivery Capabilities

An overview of the OEM/Cloud ERP Platform Owner & Provider Company's proven methodologies, tools, and frameworks for modular, agile implementation. This response should align with NHFC's value-stream-based delivery approach and include:

- Agile methodologies, best practices, and tools to enable iterative, modular implementation and improvements,
- Describe capabilities for continuous integration and deployment (CI/CD),
- Explain how the solution enables value-stream-based delivery and incremental value realisation,
- Outline recommendations for integrating NHFC's current systems with the proposed Cloud ERP platform.

5.2.4 Integrated Innovation Technology Stack

Outline advanced technology capabilities, including:

- Data Management & Analytics: Real-time insights, Analytics and planning, Data Management, Data warehouse and data lake, and reporting.
- Artificial Intelligence (AI): Embedded AI for decision-making and process automation, pretrained AI models, Generative AI.
- API-First Integration: Process, Event, B2B and Data integration.
- Low-Code/No-Code Development: Visual low-code/no-code application development, Tooling, and DevOps
- Automation: Workflow, process automation, process monitoring and analytics, automated document processing.
- Microservices-Based Infrastructure: Scalable, modular architecture.
- Cybersecurity and Compliance: Security measures aligned with international standards.

5.2.5 Local Presence, Industry Experience, Market Leadership

Describe operational presence in South Africa, including:

- Verifiable Cloud ERP references and case studies from development finance institutions, affordable housing, and public sector projects.
- Describe experience integrating Cloud ERP solutions with South African public sector entities, financial institutions, and regulatory frameworks.
- Certified implementation partnerships operating in South Africa.

5.3 Detailed Needs

This section outlines NHFC's detailed internal needs for the proposed Cloud ERP platform.

OEM/Cloud ERP Platform Owner & Provider Companies are requested to review the needs detailed in **Appendix D** and provide a clear confirmation of their ability to meet

each need, indicating whether it is **fully supported, partially supported, or not supported** within their solution.

5.4 Economic Transformation Commitment

A detailed explanation of how the OEM/Cloud ERP Platform Owner & Provider supports NHFC's **economic transformation objectives**, including providing information on your commitment and approach to South Africa's Economic Transformation:

- Alignment with B-BBEE codes,
- B-BBEE certification levels,
- Contributions to South Africa's socio-economic goals,
- Evidence of past initiatives that demonstrate impact in capacity building and empowerment,
- Overview of skills development programmes,
- Overview of enterprise and supplier development initiatives.

5.5 Capacity Building

Describe your capabilities and approach to enabling the development of internal and ecosystem capabilities, including:

- Training, skills development, and knowledge transfer, and
- Enterprise and supplier development to support NHFC and its ecosystem, starting with emerging property developers.

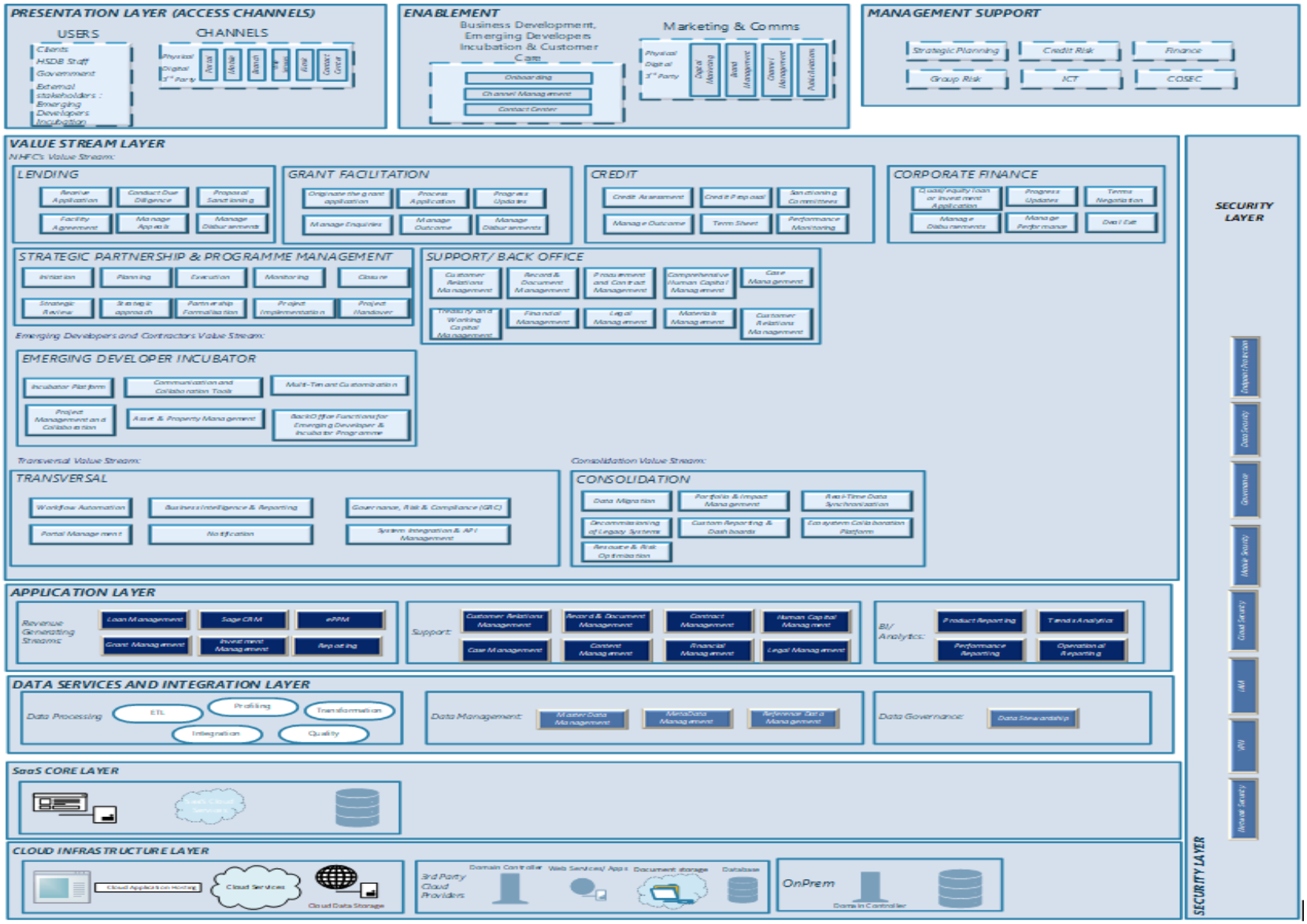
5.6 Technology Platform Pricing

Indicative pricing and licensing models for the proposed Cloud ERP solution, with clarity on:

- SaaS subscription costs,
- Transparent and flexible pricing that allows NHFC to start small and scale incrementally,
- Feature-specific pricing,
- Hosting requirements (public, private, hybrid cloud), and

- Optional and mandatory features.

OEM/Cloud ERP Platform Owner & Provider Companies should complete the **Technology Platform Pricing Questionnaire (Appendix C)** and provide any supporting documentation.


PRESENTATION LAYER (ACCESS CHANNELS)
USERS
Clients
HSDB Staff
Government
External stakeholders : Emerging Developers Incubation
CHANNELS
Physical
Digital
3rd Party
Portal
Mobile
Branch
Web Services
Kiosk
Contact Center
ENABLEMENT
Business Development, Emerging Developers Incubation & Customer Care
Onboarding
Channel Management
Contact Center
Marketing & Comms
Physical
Digital
3rd Party
Digital Marketing
Brand Management
Channel Management
Audit Auditions
MANAGEMENT SUPPORT
Strategic Planning
Credit Risk
Finance
Group Risk
ICT
COSEC
VALUE STREAM LAYER
NHFC's Value Stream:
LENDING
Receive Application
Conduct Due Diligence
Proposal Sanctioning
Facility Agreement
Manage Appeals
Manage Disbursements
GRANT FACILITATION
Originate the grant application
Process Application
Progress Updates
Manage Enquiries
Manage Outcome
Manage Disbursements
CREDIT
Credit Assessment
Credit Proposal
Sanctioning Committees
Manage Outcome
Term Sheet
Performance Monitoring
CORPORATE FINANCE
Quasi/equity loan or Investment Application
Progress Updates
Terms Negotiation
Manage Disbursements
Manage Performance
Deal Exit
STRATEGIC PARTNERSHIP & PROGRAMME MANAGEMENT
Initiation
Planning
Execution
Monitoring
Closure
Strategic Review
Strategic approach
Partnership Formalisation
Project Implementation
Project Handover
SUPPORT/ BACK OFFICE
Customer Relations Management
Record & Document Management
Procurement and Contract Management
Comprehensive Human Capital Management
Case Management
Treasury and Working Capital Management
Financial Management
Legal Management
Materials Management
Customer Relations Management
Emerging Developers and Contractors Value Stream:
EMERGING DEVELOPER INCUBATOR
Incubator Platform
Communication and Collaboration Tools
Multi-Tenant Customization
Project Management and Collaboration
Asset & Property Management
BackOffice Functions for Emerging Developer & Incubator Programme
Transversal Value Stream:
TRANSVERSAL
Workflow Automation
Business Intelligence & Reporting
Governance, Risk & Compliance (GRC)
Portal Management
Notification
System Integration & API Management
Consolidation Value Stream:
CONSOLIDATION
Data Migration
Portfolio & Impact Management
Real-Time Data Synchronization
Decommissioning of Legacy Systems
Custom Reporting & Dashboards
Ecosystem Collaboration Platform
Resource & Risk Optimisation
APPLICATION LAYER
Revenue Generating Streams:
Loan Management
Sage CRM
ePPM
Grant Management
Investment Management
Reporting
Support:
Customer Relations Management
Record & Document Management
Contract Management
Human Capital Management
Case Management
Content Management
Financial Management
Legal Management
BI/ Analytics:
Product Reporting
Trends Analytics
Performance Reporting
Operational Reporting
DATA SERVICES AND INTEGRATION LAYER
Data Processing
ETL
Profiling
Transformation
Integration
Quality
Data Management:
Master Data Management
MetaData Management
Reference Data Management
Data Governance:
Data Stewardship
SaaS CORE LAYER
CLOUD INFRASTRUCTURE LAYER
Cloud Application Hosting
Cloud Services
Cloud Data Storage
3rd Party Cloud Providers
Domain Controller
Web Services/ Apps
Document storage
Database
OnPrem
Domain Controller
SECURITY LAYER
Endpoint Protection
Data Security
Governance
Mobile Security
Cloud Security
IAM
IAM
Network Security
SECURITY LAYER

6. Disclaimer

6.1 Purpose of the RFI

This Request for Information (RFI) is issued solely for **information-gathering purposes**. It does not constitute an offer, commitment, or obligation by NHFC to proceed with a contract or partnership with any OEM/Cloud ERP Platform Owner & Provider. The RFI aims to assess market capabilities and gather insights to inform NHFC's strategic decision-making.

6.2 No Obligation to Proceed

NHFC reserves the right to:

- modify, suspend, or withdraw this RFI at any time without prior notice.
- decide not to issue a subsequent Request for Proposal (RFP) or any other procurement process following the conclusion of this RFI stage.

OEM/ Cloud ERP Platform Owner & Provider Companies acknowledge that submission of a response to this RFI does not guarantee any future engagement or contractual relationship with NHFC.

6.3 Responsibility for Costs

OEM/Cloud ERP Platform Owner & Provider Companies are solely responsible for all costs incurred in preparing and submitting their responses to this RFI. NHFC will not reimburse vendors for any expenses, including, but not limited to: Travel, Documentation preparation, Presentation or demonstration costs.

6.4 Confidentiality

- All OEM/Cloud ERP Platform Owner & Provider submissions will be treated as confidential and used solely for evaluating vendor capabilities in relation to NHFC's Cloud ERP initiative.

- OEM/Cloud ERP Platform Owner & Provider Companies are expected to respect the confidentiality of this RFI, and any proprietary information shared by NHFC during the process.
- Any breach of confidentiality by a vendor may result in immediate disqualification from the process.

6.5 Information Accuracy

While every effort has been made to ensure the accuracy and completeness of the information provided in this RFI, NHFC makes no representations or warranties regarding the content. OEM/Cloud ERP Platform Owner & Provider Companies are encouraged to: Request clarifications for any uncertainties. Verify assumptions where necessary to ensure their responses align with NHFC's objectives.

6.6 No Legal Rights or Claims

Participation in this RFI does not grant OEM/Cloud ERP Platform Owner & Provider Companies any rights or claims against NHFC. The RFI process is **non-binding**, and NHFC reserves the right to:

- Reject any or all submissions without providing reasons.
- Negotiate directly with one or more OEM/Cloud ERP Platform Owner & Provider Companies outside of the formal RFI or RFP processes.
- Select OEM/Cloud ERP Platform Owner & Provider Companies based on NHFC's sole discretion, strategic considerations, and business objectives.

6.7 Next Steps Not Guaranteed

NHFC's decision to proceed to the RFP stage or any subsequent phase of procurement will be at its sole discretion. This decision will be informed by the outcomes of the RFI process and other strategic factors. OEM/ Cloud ERP Platform Owner & Provider Companies should note that participation in the RFI does not guarantee progression to the next stage.

Appendices

The appendices provide detailed supporting information and templates that OEM/Cloud ERP Platform Owner & Provider Companies should complete and reference when preparing their submissions.

Appendix A: Baseline Requirements

This table serves as a checklist for OEM/Cloud ERP Platform Owner & Provider Companies to confirm their alignment with NHFC's Baseline Requirements. OEM/Cloud ERP Platform Owner & Provider Companies should complete the table, marking each question as "Yes" or "No," and attach supporting documentation.

Baseline Requirements Table

#	QUESTION	YES	NO	SUPPORTING DOCUMENTATION
1	Are you an OEM/original developer and owner of a cloud-native, multi-tenant ERP platform, built, maintained, and delivered as a first-party cloud service with first-party support and maintenance?	[ ]	[ ]	Confirmation letter.
Cloud ERP Offering: Platform Maturity and Compliance				
2	Does the platform offer a scalable, secure SaaS ERP solution that is cloud-native?	[ ]	[ ]	Platform architecture documentation.
3	Does the platform support public, private, and multi-cloud environments?	[ ]	[ ]	Hosting options and environment details.

4	Does the platform support local cloud hosting to meet South African data sovereignty requirements?	[ ]	[ ]	Proof of local hosting capability.
5	Does the platform provide native support for multi-tenant hosting, automation and collaboration?	[ ]	[ ]	Technical documentation.
6	Does the Cloud ERP Platform provide out-the-box compliance (natively comply) with key South African regulatory frameworks applicable to a Development Finance Institution (DFI) and its value chain participants, including Financial & Tax Compliance (e.g. IFRS, Income Tax and VAT Acts), Financial Regulation & Governance: (e.g. PFMA, FICA), Data Protection & Cybersecurity (e.g. POPIA and Cybercrimes Act, ECTA), and Corporate Compliance & Governance (Companies Act, King IV)?	[ ]	[ ]	Provide a full list of all the South African regulatory frameworks supported along with supporting evidence confirming your compliance.
7	Does the platform support modern business-to-business application and data integration, including with banks?	[ ]	[ ]	Integration case studies.
Cloud ERP Capabilities: Integrated Industry Modules				
8	Does the Cloud ERP include financial services modules for wholesale lending,	[ ]	[ ]	Provide a detailed feature overview, product datasheet, user guide, case studies and client references

	grants management, strategic investments, credit, and treasury management?			demonstrating real-world use. Include compliance certifications where applicable.
9	Does the Cloud ERP include construction, property and real estate modules including programme & project management, cost control, property management, asset management, maintenance, leases, sales, revenue management, and project tracking?	[ ]	[ ]	Provide a detailed feature overview, product datasheet, user guide, case studies and client references demonstrating real-world use. Include compliance certifications where applicable.
10	Does the Cloud ERP include multi-tenant back-office modules (HR, procurement, supply chain, finance, workforce management)?	[ ]	[ ]	Provide a detailed feature overview, product datasheet, user guide, case studies and client references demonstrating real-world use. Include compliance certifications where applicable.
11	Can pre-built templates be tailored for value chain participants, starting with emerging property developers?	[ ]	[ ]	Provide a detailed feature overview and configuration guide demonstrating how pre-built templates can be tailored for value chain participants, specifically emerging property developers. Include case studies or examples of successful customisation.

Agile Delivery				
12	Does your platform support agile deployment methodologies?	[ ]	[ ]	Methodology descriptions.
13	Does your platform support iterative deployment of new functionalities?	[ ]	[ ]	CI/CD implementation proof.
14	Does your platform use feature flags for controlled releases?	[ ]	[ ]	Technical documentation.
15	Does your platform use a microservices architecture for modular implementations?	[ ]	[ ]	Microservices architecture overview.
Integrated Technology Stack				
16	Does the Cloud ERP offer integrated data management, AI, analytics, automation, API integration, and low/no-code capabilities?	[ ]	[ ]	Product overview.
Local Presence and Market Leadership				
17	Does the OEM/ Cloud ERP Platform Owner & Provider have a strong operational presence in South Africa?	[ ]	[ ]	Provide details of local operations, including an indication of the number of active corporate clients, the number of active Cloud ERP clients in South Africa, years of local presence, years of provision of a local Cloud ERP Platform, local offices, number

				of local certified Cloud ERP implementing partners, and local Cloud ERP customer support capabilities.
18	Provide at least three verifiable large ERP implementation client references in South Africa (from a minimum of 200 users and above), to demonstrate experience in large-scale public and private sector enterprise ERP implementations. Additionally, provide at least three verifiable large Cloud ERP implementation client references, either in South Africa or globally, to demonstrate experience in large-scale Cloud ERP deployments.	[ ]	[ ]	Reference details including information describing the size, (including number of users), duration and nature of the client refence.
19	Provide evidence of successful Cloud ERP integrations with South African financial institutions, including major banks (e.g., Standard Bank, ABSA, Nedbank, FNB, Capitec, Investec etc), development finance institutions (e.g., DBSA, Ithala etc), and digital banks and payment providers (e.g., TymeBank, Discovery Bank, PayFast, Yoco, etc).	[ ]	[ ]	Include details of the integration scope and key functionalities delivered for integrations with South African major banks, development financial institutions, and digital banks and payment providers.
Commitment to B-BBEE and Economic Development				
20	Does the OEM/Cloud ERP Platform Owner & Provider hold a B-BBEE certification?	[ ]	[ ]	B-BBEE certification copy.

21	Can the OEM/Cloud ERP Platform Owner & Provider demonstrate skills development, enterprise & supplier development, and preferential procurement programmes?	[ ]	[ ]	Programme evidence.
22	Does the OEM/Cloud ERP Platform Owner & Provider have an established B-BBEE-compliant partner network in South Africa?	[ ]	[ ]	Partner network overview.

Guidelines for OEM/Cloud ERP Platform Owner & Provider Companies

- **Completeness:** Complete all questions and attach supporting documentation.
- **Clarity:** Provide concise explanations where necessary.
- **Submission:** Include this completed table as part of your RFI response.

Appendix B: Functional and Technical Requirements Table

This table outlines NHFC's specific **functional and technical requirements** for the Cloud ERP platform. OEM/Cloud ERP Platform Owner & Provider Companies must **review and complete the table**, indicating their solution's capability to meet each requirement using the specified **capability indicators**.

Capability Indicators

For each requirement, OEM/Cloud ERP Platform Owner & Provider Companies should select one of the following indicators:

1. **Out-of-the-Box (Native Capability)**
   The required functionality is fully supported within the standard Cloud ERP platform without requiring modifications, additional configuration, or external tools. The feature is available immediately as part of the system's core capabilities.
2. **Others (Enhancement/3rd Party/Customization)**
   The required functionality is achieved through enhancements, third-party integrations, or custom development. This involves modifications, configuration changes, integrations with external tools, or the creation of new features or capabilities.

VALUE STREAM	REQUIREMENT	OUT OF THE BOX OR OTHERS (Enhancement/3rd Party/Customization)
NHFC's Core Value Stream	1. **Loan & Grant Management:** Application processing, eligibility assessment, loan/grant disbursement.	
	2.Credit & Risk Management: Credit assessments, risk evaluation, loan underwriting, and monitoring.	
	3.Strategic Investment & Corporate Finance: Strategic investment planning, corporate financing, and oversight of financial portfolio	

	4.Financial Management: Investment oversight, funding strategies, and financial risk management.	
	5. Program & Project Management: Managing development programs, incubators, stakeholder collaboration.	
	6. Accounting & Financial Planning: General ledger, budgeting, financial forecasting, and fund management.	
	7. Treasury & Cash Management: Managing liquidity, cash flow, treasury activities, and forecasting.	
	8.Procurement & Supplier Management: E-procurement, supplier management, Contract Management, compliance, and reporting.	
	9. Inventory & Materials Management: Resource and inventory management for operational and program needs.	
	10. Customer Relationship Management (CRM): Stakeholder engagement, customizable features for borrowers.	
	11. Human Resource Management (HRM): Recruitment, payroll, performance management, and employee wellness.	
Emerging Developer Incubator & Post Investment Support	**12. Incubator Platform:** User registration, profile management, and milestone tracking.	

	13.Communication & Collaboration: Mentorship, networking, chat, video conferencing, and document sharing	
	14.Project Management & Collaboration: Task tracking, deadline setting, and team collaboration tools.	
	15. Asset & Property Management: Real estate development, leasing, and maintenance management.	
	16. Back Office Functions for Emerging Developer & Incubator Programme: Provides administrative and operational support to NHFC's Emerging Developer and Incubator Programme, ensuring efficient management of applications, funding, compliance tracking, and mentorship coordination. This includes workflow automation, document management, and performance monitoring to enhance program effectiveness and stakeholder engagement.	
	17. Multi-Tenant Customization: Tenant templates for developers and stakeholders.	
Transversal Value Streams	**18.Business Intelligence & Reporting:** Data warehouse, advanced analytics, and real-time reporting.	
	19.Governance, Risk & Compliance (GRC): Framework for regulatory compliance, risk management, and audits.	
	20. System Integration & API Management: Integrating with internal and third-party systems through APIs.	

	21. Workflow Automation & Notification: Automating workflows, notifications, and improving stakeholder access.	
	22. AI-powered capabilities, including predictive analytics, intelligent automation, anomaly detection, and agentic AI, to enhance decision-making, workflow optimization, and process automation.	
Consolidation Value Stream	**23. Portfolio & Impact Management:** Tracking program success, impact assessments, and financial outcomes.	
	24. Real-Time Data Synchronization: Synchronizing data across business functions and departments.	
	25. Custom Reporting & Dashboards: Customizable dashboards and reporting interfaces for stakeholders.	
	26. Ecosystem Collaboration Platform: Platform to manage relationships with external stakeholders.	
	27. Resource & Risk Optimization: Optimizing resources and managing risks across operations.	
Technical Features	**28.Scalability:** Ensures the platform can grow alongside NHFC's expanding operational needs and stakeholder ecosystem.	
	29.Multi-tenancy: Supports multiple user groups and stakeholders within a single platform while maintaining data integrity and security.	

	30.API-first Design: Enables seamless integration with existing and future systems, promoting interoperability and data sharing.	
	31. AI-driven Analytics: Leverages artificial intelligence to enhance data insights, predictive modeling, and decision-making capabilities.	
	32.Low-Code/No-Code Capabilities: Allows users to configure workflows, automate processes, and develop solutions with minimal technical expertise, improving agility and user empowerment.	

Guidelines for OEM/Cloud ERP Platform Owner & Provider Companies

- **Completeness:** Complete all questions and attach supporting documentation.
- **Clarity:** Provide concise explanations where necessary.
- **Submission:** Include this completed table as part of your RFI response.

Appendix C: Technology Platform Pricing Questionnaire

Vendors are requested to complete this questionnaire to provide detailed information about their proposed solution's **pricing model** and **key features**. The information submitted will help NHFC evaluate the total cost of ownership (TCO), flexibility, and scalability of the proposed Cloud ERP platform.

Technology Platform Pricing Questionnaire

QUESTION	DETAILS TO PROVIDE
1. Pricing Model	What is your pricing model (e.g., subscription-based, usage-based, perpetual licensing, or other)?
2. Pricing Determinants	How is pricing determined (e.g., user count, transaction volume, modules, storage, or other factors)?
3. Tiered Pricing	Do you offer tiered pricing based on functionality, usage levels, or customer size?
4. Total Cost of Ownership	Provide an indication of the TCO for a 5-year period, including licensing, hosting, implementation, and ongoing fees.
5. Optional Features	Are there additional charges for advanced capabilities like AI, analytics, low-code/no-code tools, or others?
6. Licensing Model	Are licenses assigned per user, per module, or as unlimited access?
7. Scalability Costs	How does pricing change with scalability (e.g., adding users, storage, compute power, or additional tenants)?
8. Hosting Options	What hosting options are available (e.g., public, private, hybrid), and how do costs differ for each?
9. Data Sovereignty Costs	Are there additional charges for local hosting to comply with South African data sovereignty requirements?
10. Integration Costs	Are there costs for integrating your platform with third-party systems, such as banking or government platforms?

11. API Usage Costs	Do you charge for API access or usage? If so, provide the pricing structure, including rates for volume-based usage.
12. Performance Monitoring	Are performance monitoring tools included in the base package, or are they considered add-ons? Provide cost details if applicable.
13. Value-Added Features	Do you offer other value-added tools or features (e.g., dashboards, workflow automation, advanced analytics, Generative AI)? If so, how are these priced?
14. Discounts	Do you provide discounts for volume licensing, multi-year commitments, Government, or Small and Micro Enterprises (SMEs)?
15. Security	What security features are included in the base pricing, and are there any additional costs for cybersecurity and data privacy functionality?
16. Compliance	Are POPIA, FSRA, and SHRA regulatory compliance features included in the base pricing?

Guidelines for OEM/Cloud ERP Platform Owner & Provider Companies

- **Completeness:** Complete all questions and attach supporting documentation.
- **Clarity:** Provide concise explanations where necessary.
- **Submission:** Include this completed table as part of your RFI response.

Appendix D: Business Needs

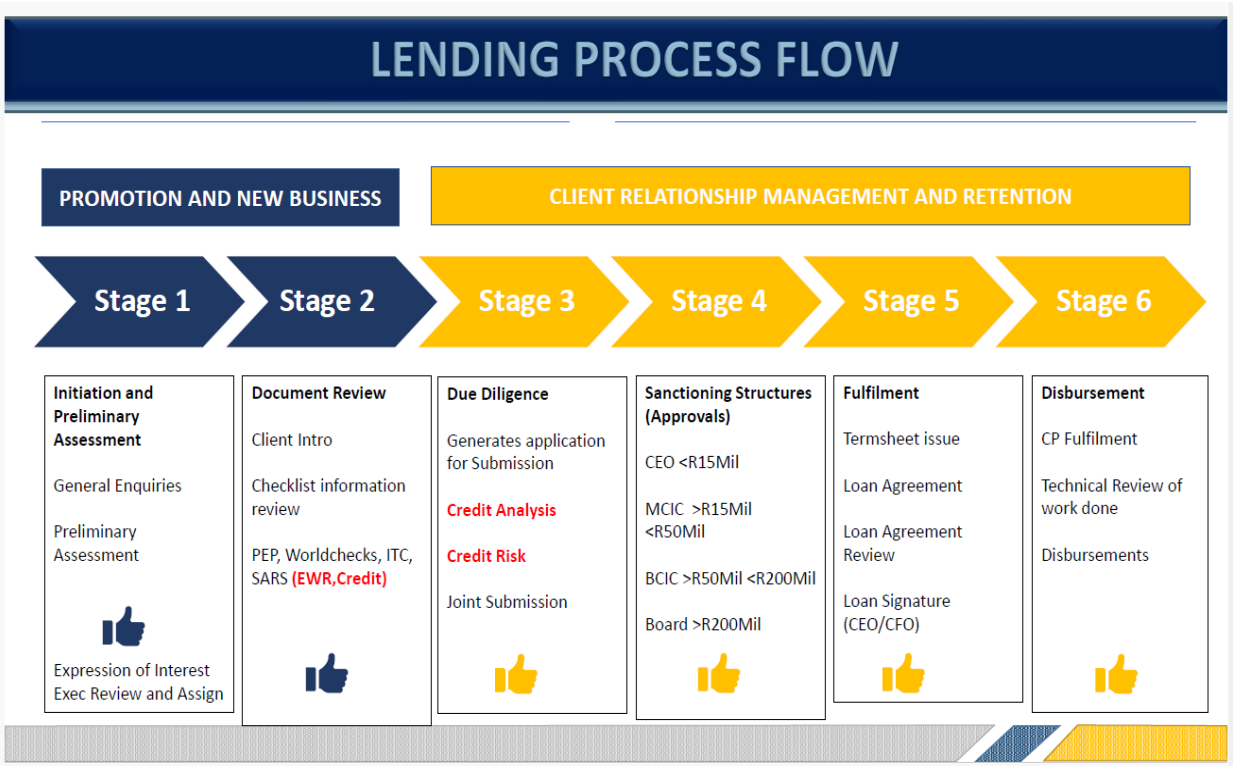
This section outlines **NHFC's detailed needs** for the proposed **Cloud ERP platform**, providing an indicative but **not exhaustive** list of functional capabilities required to support NHFC's operations.
OEM/Cloud ERP Platform Owner & Provider Companies are requested to **review** the detailed needs listed in **Appendix D** and provide a **clear confirmation** of their Cloud ERP platform's ability to meet each need by selecting one of the following indicators in **a table 8 below:**

- **Fully Supported** – The Cloud ERP platform **completely meets the need** as described.
- **Partially Supported** – The Cloud ERP platform **meets the need to some extent but with limitations**.
- **Not Supported** – The Cloud ERP platform **does not meet the need**.

Respondents should provide **supporting documentation** where applicable to substantiate their responses.

1. Lending

Capabilities to apply for different Lending products across the NHFC value chain (Bridging Subsidy Housing, Wholesale Lending, Rental Housing Finance, Bridging Affordable Housing, Incremental Lending amongst others.)



1.1 Product descriptions

All loans must have a facility to allow for moratoriums on repayments of capital, interest or both. These may be loaded on initiation of the loan, or as part of a restructuring at a later date.

Product Offering	Description
Bridging finance	1. Short term loan term from 3 months to 1 year 2. Interest rate linked to prime 3. Facility fees 4. Disbursement fees 5. Penalty interest chargeable for late payments 6. Maximum loan amount and maximum disbursements need to be recorded 7. Loan amount is disbursed in more than one payment, each of which has a term. 8. Usually secured by a certificate of completion
Long term mortgages	1. Long term loan term from 15 to 30 years 2. Interest rate linked to prime or JIBAR 3. Penalty interest charged on late payments 4. Facility fees 5. Disbursement fees 6. Maximum exposure amount set 7. Loan amount is disbursed in more than one payment, with the total loan having a term 8. Usually secured by a first covering mortgage bond.
Wholesale loans	1. Term from 1 to 5 years 2. Interest rate linked to prime or JIBAR 3. Facility fees 4. Disbursement fees 5. Penalty interest chargeable for late payments 6. Maximum loan amount and maximum disbursements need to be recorded 7. Loan amount is disbursed in more than one payment, each of which has a term. 8. Usually secured by a cession of debtors' book and bank account
Further divisions	Each of the above types can be split into the following:

	1. Senior debt where NHFC has first right of repayment; 2. Mezzanine debt where some other loan has first right for repayment;

1.2 Customer categories

The following are the current customer categories, any of whom may use any type of loan. New categories may be added from time to time.

- Social Housing: NPC;
- Social Housing: ODA;
- Rental Housing;
- Affordable Housing;
- Subsidy Housing; and
- Incremental lending.

1.3 Credit Management

1.3.1 Credit Assessment Management
- Embedded credit policy parameters and verification tools.
- Automated application evaluation and sanctioning outcomes.
- Dashboards for proposals, approvals, and turnaround metrics.

1.3.2 Document Management
- System-generated documents using NHFC templates.
- Secure storage of signed documents.

1.3.3 Agreement Management
- Loan agreement generation and storage of signed agreements.
- Reports on fully executed agreements.

1.3.4 Case Management
- Appeal handling with outcome revisions.
- Dashboards for application reviews and event tracking.

1.3.5 Disbursement Management
- Milestone-based fund disbursement with flexibility for schedule adjustments.
- Digital drawdown approvals and arrears blocking.
- Reports on disbursement trends and values.

1.3.6 Repayments Management
- Payment categorization for refunds and pre-payments.
- Early settlement processing and revolving credit support.

1.3.7 Debtors Book Management
- Loan monitoring, non-performance alerts, and IFRS9 reporting.
- Dynamic interest rate setups and penalty interest application.

1.3.8 Customer Relations Management
- Centralized client communication tracking.
- Query and application aging metrics for performance monitoring

2. First Home Finance (FHF)

2.1 First Home Finance Application Management

The Cloud ERP system must enable the origination of the grant application using a digital channel made available at the early stages of application when the applicant is still applying for a home loan at a Financial Institution such as Banks, RFIs, etc. First Home Finance is one of the most important initiatives of the NHFC and the National Department of Human Settlements which is targeted at the aspiring first-time homeowners. It is one of the few programmes where the NHFC engages directly with the retail market through processing and paying housing subsidies to need South Africans.

A client can apply for a First Home Finance subsidy to supplement existing finance granted by the financier and to support community savings scheme, individual savings and any other non -mortgage related products. A client can also apply for a First Home Finance subsidy to reduce the amount of approved home loan where 100% of the home loan was granted. Client's application is processed, reviewed and client is notified. The client is notified of progress throughout different stages of the application. Client can submit queries, enquiries, and request for changes. A client is issued with the outcome and their ID number/ name and surname recorded in the National Housing Subsidy Data Base system as a recipient of the government grant. A client can dispute an outcome of the First Home Finance application. Client receives payment in bond account or attorneys trust account number provided. In some instances, once approved, subsidies will be paid into the Lenders Suspense Account and Lenders will pay service providers and/or pay into the beneficiary Bond account. Subsidies can also be paid into building merchants and home builders in cases where beneficiaries are building new homes, especially in rural areas and townships. In line with Policy, subsidies are not paid into a beneficiary's bank account.

The Cloud ERP solution must have the ability to provide for pre-approval for applicants who want to check how much they can potentially qualify for to enable them to assess the size/price of a house they can afford to buy or build.

These pre-approvals must have validity period and be stored in the system until the end of the validity period to curb costs. Pre-approvals go through database searches which are external parties and attract high costs. The results of the pre-approvals must therefore be kept for a period of say 12 months, so that if final applications are made within that period, no database searches are conducted to limit costs (Deeds Office searches are costly)

2.2 Originate the grant application

The Cloud ERP solution must have the ability to capture a prospective client application with all the relevant supporting documents prepared and attached. A completed application form filled in digitally via an online platform and supporting documents are to be uploaded to the system. The system must have Application checklist completed before the application is submitted for processing. The Cloud ERP must have the ability to produce reports and dashboards showing number of applications received per province (cascading to Municipal level), number of applications processed per province, number and rand value applications approved per province, number and rand value of applications disbursed per province and number and rand value of approved loans leveraged from financial institutions. Other reports required are gender of applicants which can be reported on or by the preceding variables.

2.3 Application Processing

The system must be seamlessly integrated with 3rd Party systems to perform real-time validation on external databases to validate ID numbers against certain criteria when Processing the Application. The system must interface with those external databases when the Application is assessed which informs the decision taken. These Qualification Criteria Checks are done with the following third-party systems:

- Population Register/ Home Affairs checks: to confirm South African citizenship or permanent residency status.
- Deeds Office checks: to check if previously had a house.
- National Housing Subsidy DataBase (NHSDB): to check if never benefitted from a government housing subsidy before.
- Persal checks: to check if government (provincial and national) employed.
- GEPF checks: to if employed by government.
- UIF checks: to check if any member of listed as a beneficiary is not earning income from undeclared employment.

The system must be able to interpret the results returned by these external databases, the outcome therefore established, and the Application set to Approval/ Decline status. The system must have the capability for the user/supervisor to override search results returned by the external interface when the processed application yields an unfair unfavorable outcome to the client. The system must generate a grant letter or decline letter which must be signed and sent to the grant applicant systematically. The ERP must have the ability to produce reports and dashboards showing number of applications declined due to being recipients of subsidy housing products previously, number of applications declined due to misrepresentation of info, number of applications approved, Total value of approvals and Total value of home loans approved—and show all these by housing finance type, lender and by gender, among others.. The execution of reports must be such that they can be presented by Province, cascading to District and Local Municipality levels. The system should also be able to track the duration of application processing in the First Home Finance value chain and produce a Processing Turnaround time report.

2.4 Send notifications on progress.

The ERP system must be able to send automated notification to the customer notifying them of application progress. First Home Finance application notifications must be setup such that they systematically get sent to First Home Finance beneficiaries and partners who submitted the application on behalf of First Home Finance applicants. The Notification Trigger Event should contain details such as the application reference, missing info that the client needs to supply, application outcome, etc). The ERP must have the ability to produce reports and dashboards showing number of successful notifications and number of unsuccessful notifications.

2.5 Case Management

The system must have the ability to log Client query/ request, issue a Reference Number and capture updates when the Query/ request is being resolved and update status accordingly. Reference Number must be closed when the Client query or dispute is resolved, and feedback has been provided. The ERP must have the ability to generate reports and dashboards showing number of cases, queries, enquiries, complaints, or disputes logged, number of cases by status e.g., successfully closed, in progress, etc.

2.6 Finalise Outcome

The ERP solution must have an automated interface to register the beneficiaries in the National Housing Subsidy Database (NHSDB) System following a successful outcome at processing of the application. Once Confirmation has been sent to the client the details

of subsidy recipient are recorded in NHSDB to prevent future similar benefits from government funding. The ERP must have the ability to produce reports and dashboards showing number of NHSDB-Registrations which can be represented by Province.

2.7 Manage Appeals

The system must have the functionality to manage appeals on declined applications. The client is given an opportunity to appeal an unfavourable outcome by lodging a dispute. The appeal will be lodged with relevant supporting documents attached. The system must be able to reopen the application and allow for further processing of the application. Dispute must be resolved from the system and feedback provided. The ERP must have the ability to produce reports and dashboards showing number of disputes/issues resolved, number of disputes raised.

2.8 Manage Disbursements

The ERP system must have the ability for clients to initiate a payment request when the funds are required. The Payment Requisition must be processed and validated from the system and Payment request submitted to Finance Department for Disbursements. The ERP system must be fully integrated with the Finance and Treasury systems, Banks, and other participating Financial Institutions. The system must create an end of day batch file of all payment requisitions approved on a daily basis and send them to the bank through an automated interface. The ERP must have the ability to produce reports and dashboards showing number of payment requests made, payments audit report showing successful/ bounced payments and Total value of disbursements.

2.9 Document Management

Application documentation must be produced from the system using the approved NHFC templates at any stage of the application Checklist, Grant Letter, Decline Letter, Payment requisition, Client/Application supporting documents. The signed documents should be stored in the system.

2.10 Customer Relations Management

The ability to manage all client communications from the system and client Meeting Management capabilities. The system must comprise of Partner On-boarding capabilities for Banks, Developers, Bond originators, and any future partners.

2.11 Workflow Management

The system must be workflow based with proper user segregation in place and the ability to route submissions to the relevant approvers. The system should have proper roles and authorisations defined in line with the business process and business rules.

3. Corporate Finance

The ERP solution must enable efficient and transparent management of quasi-equity loans and equity investments, including application processing, performance monitoring, and deal lifecycle management. High-level capabilities include:

- Application Management: Applicants can submit applications with supporting documents for quasi-equity loans or equity investments, enabling the sustainable delivery of affordable housing projects.
- Progress Notifications: Automated notifications keep clients updated on application progress at key workflow stages. Reporting capabilities track notification success rates.
- Client/Partner Onboarding: Comprehensive client relationship management, including capturing and verifying client details, onboarding, and integration into the system.
- Contract Negotiation and Finalisation: Facilitate negotiation, review, and finalisation of terms, with legal agreement generation, signing, and storage in the system. Turnaround times are tracked for transparency.
- Contract Management: Manage agreements and partnerships throughout their lifecycle until completion.
- Disbursement Management: Process disbursements in line with contractual terms, with reporting capabilities for total authorised, disbursed, and remaining funds.
- Loan/Investment Performance Monitoring: Track investment and loan performance against agreed projections, monitor timelines, and manage partner reporting and management accounts.

4. Strategic Partnerships

4.1 Grant and Voucher Management

The ERP solution must have capabilities to receive grant to fund – receiving grants, allocating them to programmes/ projects and authorising payments (qualifying beneficiaries are provided with a site which is resourced in terms of basic infrastructure – voucher is broken down to correspond to work delivered).

4.2 Inspect to Pay
Quality control processes to verify delivery of agreed work before payment is authorised.

4.3 Request to Manage Programmes
The Strategic partnerships stream also focuses on the requests by clients to manage programmes being delivered by suppliers (development, capacity improvements) and thus act as an intermediary between customer and supplier (implementing agent – earn fees).

5. Programme Management

5.1 Fund Management
The ERP system must consist of a Fund Management (FM) solution to manage funds placed with NHFC by Clients for disbursements to service providers for the construction projects. The client enters into an agreement with NHFC for the management of funds, where in some instances the NHFC plays a Project Implementation Agent (PIA) role where the construction project is left entirely with NHFC.

5.2 Budget
The FMS should be able to load multiple copies of a Project. A project can have two (2) modes:

- **Budget setup mode** – Entire Project should be loaded here, when satisfied the data to be copied to the Live Mode. This data mode will then be converted to live on the approval of an Administrator. This data mode will not be made available or interfaced with either the Financial and Supply Chain systems or the web portal.
- **Live mode** – All transactions performed here. Project can be copied to a budget file, so additional budgeting can be done. A copy of the Live Mode can be made and then the Live Mode entries can be edited due to a change in the subsidy/fund amount per unit. This can occur at any time when the amount budgeted for a unit can be changed. In this case, all costs on the Live mode must be changed, and be applicable as of that specific date.

5.3 Web Portal
A web portal is to be designed to capture the work done by an Approved Person (AP). The AP will log in and all entries for the AP/ Company will be pre-populated to this interface screen. The AP will be able to sort and filter and select the entries from this budget as to the work completed. The ability to claim a lesser amount (percentage %)

can also be entered as a claim for the line item. Once the claim is correct the AP can submit the claim, and as such the claim will be updated in the FM system for NHFC Approval and Payment.

5.4 Systems Integration

It is important for the system to integrate with Financial and Supply Chain system and other systems in the organisation including NHFC Treasury systems. This will enable reconciliations to occur between the 2 systems, such that the Fund, fees, and the interest can balance equally between the systems. The budgeting according to the current manual Business Financial Management (BFM) costing model will also be done on Financial and Supply Chain system.

The interface will consist of the below:

- Receive Fund balances from FINANCIAL system;
- Send Payment request to FINANCIAL system;
- Receive confirmation of Payment from FINANCIAL system;
- Send Fees amount that is Invoiced to FINANCIAL system;
- Send Request to FINANCIAL and Loan Management system for Drawdown and
- Request Interest Balance on Fund in High Yield Account from FINANCIAL system.

5.5 Processing of claims/ Invoice

A claim is a list of costs on a project that must be paid by NHFC to a Company for work done. A claim can be received from an AP in 2 ways:

- Online by an AP on the FMS Claim Web Page; or
- On Paper by an AP, and an NHFC Person can re-capture the Claim directly into the system.

Costs on a Project:

Costs on a project can be of the below forms:

1. Fixed Staff costs – this can be fixed per period or fixed per Unit. Note that there would be multiple Fixed Staff cost entries;
2. Variable Staff Costs, this can be loaded as a monthly cost;
3. Operating Costs;
4. Fees;
5. Professional Team/ Resource. This can be linked to a phase, a unit or group of units or any activity;
6. Work -Any form of work can be loaded as an activity, with an associated cost; and
7. Materials - Materials can be loaded as an activity, with an associated expense.

Notes:

- An Invoice can have multiple Payments; and
- A User can enter Start of period and End of period, enter Cost per period, or cost per month and system to show total for period.

5.6 NHFC Fees

Fees are received for a service completed by NHFC. NHFC will create an invoice automatically based on the contract with the Funder. The Funder will authorise the payment (external process) and NHFC will receive payment.

Fees can be:

- Fixed per building/ Unit /Payment effected on Payment of a Milestone; and
- A Percentage (%) of Funds (calculated on Tranche transferred) Payment effected on Transfer.

Fees will be paid from Fund to NHFC Company/ Account (specify Account). The system should ensure that fees cannot be double charged, i.e. it is either on Fund transfer or on Milestone completed. The system will calculate the fees based on the User capturing the fees and producing an Invoice, by either completion (part or full) of a Milestone, or on receipt of Funds.

5.7 Beneficiaries

Each being built is allocated to a beneficiary by the HSS system. The HSS system has a beneficiary's export file that links beneficiaries to Stand numbers. The FM System should be able to import beneficiaries from an excel file, and populate the FM system, and this should be editable by an Administrator. There should be a seamless integration with other systems like HSS.

5.8 Capturing and Loading the company

This refers to capturing or loading any company and related data. This can be any company such as NHFC or any of its sub-companies, a funder, a developer or contractor or sub-contractor, or any company or creditor that does any work related to a project. All the company data that is mandatory must be captured in the system. The system should allow new companies to be added, and company data to be updated. A company can also have different roles on different projects, so can be captured multiple times, each with a different role and with a different bank account number. A bank account number can only be changed by a system Super User.

A company can also be involved in multiple projects and as a result have multiple loan accounts, and as such each loan account can be linked to either the same company with

a different role or a different bank account. The maximum bridge finance facility and amount will be dependent on the project and related Loan account. The system should also have a save button for data captured on the screen to be committed to the database, and saving should also be done by the system on exiting the screen, or on the User pressing any button to navigate to another place in the system, such as on the new or update buttons. The system should also have a search functionality to view a list of all companies in a table format, and this table should be dynamically updated / filtered upon the User typing in characters in the company search field.

5.9 Capturing / Loading a Fund

As noted in the process when a new project is approved, the first action that occurs is a Fund is provided to NHFC for the Project. As such all the details pertaining to the Fund must be captured. Information such as the project (name) related to the Fund, the amount of the Fund, when it is received and for what the Fund is to be utilised for.

A Fund can also be received in multiple tranches, and as such there can be multiple amounts received at different dates to make up the total Fund. The system should update the tranche number and amount as each amount is paid to NHFC per Fund, although this tranche number can be updated by a User.

A user should be able to update the Fund as a new tranche gets paid to NHFC. The functionality for the system to get an update from the FINANCIAL AND SUPPLY CHAIN SYSTEMS can also be developed. The following buttons should be available for this Fund capture functionality: New, Update, Save, Delete (Admin Only), View and Print. The View button should provide a table to show the tranches of a Fund (Monies received from a Funder).

5.10 Capturing / Loading a Project

This would refer to building a project and all its sub tasks and work as well as budgeted costs to each of the activities. The system should allow a User to build a project. This means that the User should be able to capture the projects over archiving administration and financial data to the project such as the Project Name, maximum project value, Project budget, maximum Units, Funder, etc.

The User should then also be able to build the project in line with its activities such as the phases of the project, with its sub milestones, and its dependent tasks and administrative work in a tree structure. Project data capturing should include information on the Service Level Agreement in terms of project size, subsidy amount, project duration, contract value, programme/project managers detail, client details, project scope, etc. As an example, the project could consist of 2 phases of 100 houses and 100 apartments, each

would have multiple and different milestones such as foundation, wall plates, and roof for houses and possibly foundation, walls, slab1, walls, and roof for apartments; each would also have a number of work tasks such as electrical, plumbing, etc. and professional tasks like engineers inspection, NHBRC certificate etc.

The system should therefore allow the User to build the project flexibly and as per the project building schedule. The system should also allow for other types of tasks to be added into the schedule for example Materials, trucks, etc. It must have drop down arrows and search functions. Project information to be grouped into project phases as per PLCM. The system should also be able to link a company to an activity. This will allow a company/ creditor to be paid for the activity completed (or in part). For each Activity where a payment must be made the system should check for a document to be uploaded. As an example, a wall plate activity 100% completed should require a certificate to be attached before a payment for the wall plate is made.

The system should also track the percentage for each activity, such that any activity completed partially could also be paid as a percentage. An example is where 30% of the bricks is delivered for the activity 'Bricks' a payment for 30% of the budget against the total brick budget should be allowed. These partial payments will require a secondary authorisation. Each Task should also have a time allocated to it. This would be the budgeted time for the activity.

Since projects like any businesses operate of fixed and variable costs, the projects' ability to finish within the budget and schedule is paramount. The means even if the project is within budget the longer it takes beyond the original schedule the more it erodes profit. Ability to manage and report on this relationship is part of project management. The system should also have an ability to generate projected performance such that deviation from plan is identified timely and resolved before more damage is done.

5.11 Capturing / Loading Beneficiaries

This would refer to a User capturing beneficiaries of housing units, or a system import and update of beneficiaries. All details related to Beneficiaries must be input to the system. The system should accommodate the following buttons: New, Update, Add, Delete (Admin), Save, View and Print. The View button should bring up a screen table where the list of beneficiaries can be viewed and edited. The Print button should allow a print of this list, per page specified.

5.12 Capturing Payments

This would pertain to actual payments that need to be made on a project. The payment process would start from an invoice being received. Each line items that needs to be paid

will be captured for payment on this system. The User will select from the Payments menu the project and activity as per the invoice, as this should already be in the system, and further capture the company to be paid and the amount.

Once the amount is captured the User should be able to see the list of payments to be made and post this for verification to a Super User for authorisation. Upon Authorisation a batch of payments should be printed for payment (in the manual case) or posted to Financial and Supply Chain system for payment.

The Finance department would make payments as per the batch of payments received from the FM module, (either manually or via the system), and a confirmation of payment should be sent back to the FM module to confirm that the invoice has been paid. The FM system will then change the payment status to Paid. The balances on the project, and phases and activities as has been budgeted against each item will be updated in the FM module.

5.13 Creditors

The ERP Fund Management module must provide for the payment of creditor. The creditors must be linked to the project so that each creditor's report can reflect payments made against specific project and project budgets. The creditor's details must be captured in full reflecting all the key details, like banking details, vat number, etc.

- Payments on Milestones – The system must be able to recognise units within a milestone that have been paid already to avoid duplication. Paid milestones/units must be locked off.
- Receipts from Client must reflect the amount and date received, the number of units for which it is received, the milestone for which it is received and accumulated receipts at any given time. In cases of variations/increase in subsidy quantum for remaining units, the system must be able to accommodate the new subsidy quantum.

5.14 Web Portal Payment Requests

This refers to any creditor or any company requesting payments on behalf of creditors. The Requestor will have a Username and Password to sign-in to a web page that can allow the requestor to capture the payment request. This request will be saved by the requestor and posted. The system will then trigger an e-mail to the NHFC person to check the payments table and make payment. An update to the Payments table should happen once a payment request has been verified, approved, successfully processed, and committed in the database of the system. The system should link all costs associated with this payment request in line with activities initiated on the portal. There should be web services that expose functions that will provide information to the web portal.

5.15 Construction

Project Site visits should be recorded in the system. The system must have an inspection function that takes pictures of milestones and beneficiary ID at hand-out. Capability to Record GPS co-ordinates of the project site should be available and the ability to load photos of inspections on site. Progress on each milestone should be updated online by all parties involved so that the administrator does not have to request monthly reports.

5.16 Interface to Financial and Supply Chain system

This refers to all FMS and FINANCIAL AND SUPPLY CHAIN SYSTEM interfaces.

Interfaces:

1. Receive Fund balances from Financial and Supply Chain systems;
2. Send Payment request to Financial and Supply Chain systems;
3. Receive confirmation of Payment from Financial and Supply Chain systems;
4. Send Invoice to FINANCIAL AND SUPPLY CHAIN SYSTEMS for Fees;
5. Send Request to FINANCIAL AND SUPPLY CHAIN SYSTEMS for Payment/ Disbursement; and
6. Request Interest Balance from Financial and Supply Chain systems.

5.17 Data Migration from the legacy system

The service provider is expected to purify and migrate all data and history from the existing systems to the new system before go-live.

5.18 Reporting requirements

The ERP system must be able to produce reports and dashboards that show the number of units completed per milestone and produce financial reports showing funds received from clients, payments made and the balance of funds in NHFC's bank account. The system must provide for the management of creditors/service providers and show the accumulated payments to each service provider per invoice/claim submitted. The system should also be aligned to the Business fulfilment costing model where the following main cost streams must be managed – Fixed staff cost, Variable staff cost, Overheads/Running cost and Fees/Profit due to NHFC. (Where construction of Houses forms part of the programme the actual construction milestones as should be included in the construction milestone report). Reports must be able to calculate percentages and be graphical. Users must be able to design their own reports using own field selections and customising the report according to unique requirements and flexible periods such as weekly, monthly, quarterly, and yearly reports with a From and to date, NHFC logo and Report Title.

5.18.1 THE FOLLOWING REPORTS MUST BE GENERATED:

- **Funder / Client Report,**
- **List of Funds Received,**
- **Summary Per NHFC Company,**
- **List of Projects,**
- **Payment Summary (Summary per Project),**
- **Track Overall Monthly Claims,**
- **Track payments per supplier/ contractor***, incl. invoice numbers where applicable, Milestones/site payment recon***,**
- **List of Drawdowns/ Payments Made Paid against Budget,**
- **List of Fees Due by various Clients,**
- **List of Beneficiaries, List of Receipts,**
- **Interest Report** *- On interest earned on funds not disbursed and various periods applicable,*
- **Company/ Creditor Summary** *Opening Budget, Payments total, Balance, Interest rate, InterestAccum,*
- **Company/ Creditor Detail** *(Statement) Opening Budget, Dates &Invoices, Dates & Payments received, total Balance, Interest rate, InterestAccum, Age Analysis,*
- **Construction milestone report -** *Showing unit rate, approved no of beneficiaries, approved budget, amount received from client, amount paid to date per milestone, balance available per milestone, units produced to date per milestone, no of units covered by the available funds,*
- **Executive Financial Summary -** *Showing Total budget for the project, funds received from client to date for the various tranches, funds paid to date for the various,*
- **Payments to Creditors -** *Showing amounts paid per various milestones and per invoice/claim numbers per period,*
- **Month End Reconciliation -** *Ability to do monthly bank reconciliations and others on the system.*

6. ENTERPRISE-WIDE RISK MANAGEMENT

The ERP system must consist of a Enterprise-Wide Risk Management (EWRM) solution to manage strategic risk, operational Risk and Compliance within NHFC.

6.1 Risk Management

- Risk requirements aligned to NHFC strategy;
- Strategic and operational risk registers (web based);
- Scoring methods aligned to approved Risk Management Framework
- Risk Programmes;
- Heat maps;

- Automated reporting; and
- Escalations (risk champions, Management and Board Committees).

6.2 Compliance Management

- Regulatory Universe;
- Regulatory Reports;
- Compliance Risk Management Plans
- Scoring methods aligned to approved Compliance Management Framework
- Heat maps
- Automated Reporting and
- Escalations (risk champions, Management and Board Committees).

6.3 Audit

- Automated Tracking schedules
- Shared folder
- Automated reporting and
- Escalations (risk champions, Management and Board Committees).

7. LEGAL

The ERP system must consist of a Legal solution to manage the following areas within the Legal department.

- Automation of the Title Deed Register
- Automation of the Contract and SLA templates with functionality to edit.

Confirmation of the Cloud ERP platform's ability to meet each need by selecting one of the following indicators:

- Fully Supported – The Cloud ERP platform completely meets the need as described.
- Partially Supported – The Cloud ERP platform meets the need to some extent but with limitations.
- Not Supported – The Cloud ERP platform does not meet the need.

	Requirements	Support Level
1. Lending		
1.1	Capabilities to apply for different Lending products across the NHFC's value chain (Bridging Subsidy Housing, Wholesale Lending, Rental Housing Finance, Bridging Affordable Housing, Incremental Lending amongst others.)	

	Requirements	Support Level
1.2	All loans must have a facility to allow for moratoriums on repayments of capital, interest or both. These may be loaded on initiation of the loan, or as part of a restructuring at a later date.	
1.3	**Bridging finance**: Short term loan term from 3 months to 1 year, Interest rate li nked to prime, Facility fees, Disbursement fees, Penalty interest chargeable for late payments, Maximum loan amount and maximum disbursements need to b e recorded, Loan amount is disbursed in more than one payment, each of whic h has a term, usually secured by a certificate of completion.	
1.4	**Long term mortgages:** Long term loan term from 15 to 30 years, Interest rate linked to prime or JIBAR, Penalty interest charged on late payments, Facility fe es, Disbursement fees, Maximum exposure amount set, Loan amount is disbur sed in more than one payment, with the total loan having a term, usually secu red by a first covering mortgage bond.	
1.5	**Wholesale loans:** Term from 1 to 5 years, Interest rate linked to prime or JIBA R, Facility fees, Disbursement fees, Penalty interest chargeable for late pay ments, Maximum loan amount and maximum disbursements need to be record ed, Loan amount is disbursed in more than one payment, each of whi ch has a term, Usually secured by a cession of debtors' book and bank accoun t.	
1.6	Each of the above types can be split into the following: Senior debt where NHF C has first right of repayment; Mezzanine debt where some other loan has first right for repayment.	
2. Credit Management		
2.1	Embedded credit policy parameters and verification tools.	
2.2	Automated application evaluation and sanctioning outcomes.	
2.3	Dashboards for proposals, approvals, and turnaround metrics.	
3. Document Management		
3.1	System-generated documents using NHFC templates.	
3.2	Secure storage of signed documents.	
4. Agreement Management		

	Requirements	Support Level
4.1	Loan agreement generation and storage of signed agreements.	
4.2	Reports on fully executed agreements.	
5. Case Management		
5.1	Appeal handling with outcome revisions.	
5.2	Dashboards for application reviews and event tracking.	
6. Disbursement Management		
6.1	Milestone-based fund disbursement with flexibility for schedule adjustments.	
6.2	Digital drawdown approvals and arrears blocking.	
6.3	Reports on disbursement trends and values.	
7. Repayments Management		
7.1	Payment categorization for refunds and pre-payments.	
7.2	Early settlement processing and revolving credit support.	
8. Debtors Book Management		
8.1	Loan monitoring, non-performance alerts, and IFRS9 reporting.	
8.2	Dynamic interest rate setups and penalty interest application.	
9. Customer Relations Management		
9.1	Centralized client communication tracking.	
9.2	Query and application aging metrics for performance monitoring.	
10. First Home Finance (FHF)		
10.1	The Cloud ERP system must enable the origination of the grant application usi ng a digital channel made available at the early stages of application when the applicant is still applying for a home loan at a Financial Institution such as Ban	

	Requirements	Support Level
	ks, RFIs, etc. (provide for both pre-approval and final application approval optio ns)	
10.2	A client can apply for a First Home Finance subsidy to supplement existing finance granted by the financier and to support community savings scheme, individual savings and any other non-mortgage related products.	
10.3	The Cloud ERP solution must have the ability to capture a prospective client application with all the relevant supporting documents prepared and attached.	
10.4	The system must be seamlessly integrated with 3rd Party systems to perform real-time validation on external databases to validate ID numbers against certa in criteria when Processing the Application.	
10.5	The ERP system must be able to send automated notification to the customer notifying them of application progress.	
10.6	The system must have the ability to log Client query/ request, issue a Referenc e Number and capture updates when the Query/ request is being resolved a nd update status accordingly.	
10.7	The Cloud ERP solution must have an automated interface to register the bene ficiaries in the National Housing Subsidy Database (NHSDB) System following a successful outcome at processing of the application.	
10.8	The system must have the functionality to manage appeals on declined applications.	
10.9	The Cloud ERP system must have the ability for clients to initiate a payment re quest when the funds are required.	
10.10	Application documentation must be produced from the system using the approved NHFC templates at any stage of the application Checklist, Grant Lett er, Decline Letter, Payment requisition, Client/Application supporting docume nts.	
10.11	The ability to manage all client communications from the system and client Me eting Management capabilities.	
10.12	The system must be workflow based with proper user segregation in place and the ability to route submissions to the relevant approvers.	
11. Corporate Finance		

	Requirements	Support Level
11.1	The Cloud ERP solution must enable efficient and transparent management of quasi-equity loans and equity investments, including application processing, performance monitoring, and deal lifecycle management.	
12. Strategic Partnerships		
12.1	The Cloud ERP solution must have capabilities to receive grant to fund – receiving grants, allocating them to programmes/ projects and authorising payments.	
12.2	Quality control processes to verify delivery of agreed work before payment is authorised.	
12.3	The Strategic partnerships stream also focuses on the requests by clients to manage programmes being delivered by suppliers (development, capacity improvements) and thus act as an intermediary between customer and supplier (implementing agent – earn fees).	
13. Programme Management		
13.1	The Cloud ERP system must consist of a Fund Management (FM) solution to manage funds placed with NHFC by Clients for disbursements to service providers for the construction projects.	
13.2	The FMS should be able to load multiple copies of a Project.	
13.3	A web portal is to be designed to capture the work done by an Approved Person (AP).	
13.4	It is important for the system to integrate with Financial and Supply Chain system and other systems in the organisation including NHFC Treasury systems.	
13.5	The service provider is expected to purify and migrate all data and history from the existing systems to the new system before go-live.	
13.6	The Cloud ERP system must be able to produce reports and dashboards that show the number of units completed per milestone and produce financial reports showing funds received from clients, payments made and the balance of funds in NHFC's bank account.	
14. Enterprise-Wide Risk Management		

	Requirements	Support Level
14.1	The Cloud ERP system must consist of Enterprise-Wide Risk Management (EWRM) solution to manage strategic risk, operational Risk and Compliance within NHFC.	
15. Legal		
15.1	The Cloud ERP system must consist of a Legal solution to manage the following areas within the Legal department: Automation of the Title Deed Register, Automation of the Contract and SLA templates with functionality to edit.	