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IMPLEMENTAION OF ORACLE FUSION CLOUD AND SUPPORT FOR A PERIOD OF 60 MONTHS

Bid Number:	93/2021/EWSS/ORACLE/RFB
Briefing Session:	Compulsory
Briefing Session Date and Time:	17 January 2022 at 10H00
Briefing Session Venue:	Online: Microsoft Teams NB: Send an email to tenders04@tcta.co.za to preregister and receive an invite. Only bidders that preregistered, received an invite and attended the briefing session will be recorded as present for record purposes. Attendees will be required to write their names and company in the comments section in Microsoft Team and the session will be recorded.
Clarifications Deadline:	04 February 2022
Closing Date and Time:	11 February 2022 at 14H00
Bid Validity Period:	175 Calendar days
Delivery Address:	PROPOSALS MUST BE HAND DELIVERED AT TCTA'S OFFICES LOCATED AT THE ADDRESS INDICATED BELOW AND ADDRESSED TO THE RECEIVING OFFICER, AND MARKED RFB 93/2021/EWSS/ORACLE/RFB ON OR BEFORE THE CLOSING DATE AND TIME: 265 WEST AVENUE TUINHOF BUILDING STINKHOUT WING CENTURION
Enquiries:	Name: Colbert Makhubele Email Address: tenders04@tcta.co.za
Bid Submission	<u>Envelope A: Technical Proposal</u> • 1 x Original hardcopy • 1 x Duplicate hardcopy • 1 x Electronic copy of all documents (USB flash disk) <u>Envelope B: Financial Proposal</u> • 1 x Original hardcopy • 1 x Duplicate hardcopy • 1 x Electronic copy (USB flash disk)

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1. DEFINITIONS, ACCRONYMS AND ABBREVIATIONS

B-BBEE	Broad Based Black Economic Empowerment in terms of the Broad Based Black Economic Empowerment Act 53 of 2003 (B-BBEE Act).
B-BBEE STATUS LEVEL OF CONTRIBUTOR	The B-BBEE status received by a measured entity issued in terms of section 9(1) of the B-BBEE Act.
BID SUBMISSION	A bidder's written proposal in response to an Invitation for Bids (Request for Bids/Quotations/ Information etc.)
BLACK PEOPLE	Africans, Coloureds and Indians as defined in the Broad Based Black Economic Empowerment Act 53 of 2003
CONSORTIUM OR JOINT VENTURE OR CONSORTIUM	An association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract;
CONSULTANT	A professional person appointed to provide technical and specialist advice or to assist with the design and implementation of projects. The legal status of this person can be an individual, a partnership, a corporation or a company.
CONTRACT	A legal agreement or National Treasury issued Standard Bid Document Number 7 signed by TCTA and a successful bidder. This term does not refer to the actual bid process.
CONTRACT MANAGER	A representative from the Requesting Department that will be responsible for monitoring the day to day activities related to the contract
DESIGNATED SECTORS	Sectors, sub-sectors or industries that have been designated by the Department of Trade and Industry in line with national development and industrial policies for local production, where only locally produced services, works or goods or locally manufactured goods meet the stipulated minimum threshold for local production and content.
EME	means an Exempted Micro Enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9 (1) of the Broad-Based Black Economic Empowerment Act
PROCUREMENT SPECIALIST	Any person in the Procurement Unit who is responsible for managing a bid process from start to finish
PO	A Purchase Order generated by the Procurement Unit after the conclusion of a successful bid process authorizing the expenditure against an awarded contract.

QSE	means a qualifying small business enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9 (1) of the Broad-Based Black Economic Empowerment Act;
RD	A requesting department withing TCTA or its representative
SUPPLIER	A juristic person or legal entity that provides goods or services to TCTA.

2. PREPARATION OF BID SUBMISSIONS

- 2.1. Bidders are required to comply fully with this Request for Bid including annexures during submission to TCTA;
- 2.2. For a Bid Submission to be acceptable, it must:
 - 2.2.1. Not be late and delivered to the address stated on the front page. TCTA shall not accept nor be obliged to accept Bid Submissions submitted after the stipulated closing date and time, notwithstanding that such late submission is as a result of circumstances beyond the Bidder's control;
 - 2.2.2. Clearly reflect the Bid description and bid number on the outer packaging;
 - 2.2.3. Contain a firm and unconditional price; and
 - 2.2.4. Contain all signed and completed Annexures.
- 2.3. TCTA reserves the right to reject bids that are not acceptable and to not evaluate them. This section is subject to the provisions in section 10.2 of the Conditions of Bid.
- 2.4. This Bid has **5 stages of evaluation** summarized in the document below. Each stage reflects the process of evaluation. Bid submissions must be neat and legible and prepared in the same order as the stages of evaluation. Each stage must be clearly marked.
- 2.5. The tenderer is required to complete in full the Returnable Schedule and Pricing Schedule and attach all relevant documents in order for their tender to be responsive. Original and one (1) copy of the tender documents shall be duly completed and signed, shall be submitted as follows:
 - a) The original tender proposal, together with the covering letter and any supporting documents, shall be saved in unencrypted USB disk in PDF Format. The USB must be placed in an envelope and be sealed. The envelope endorsed:
 - "ENVELOPE A **TECHNICAL PROPOSAL**: **ORIGINAL** Contract NO 93/2021/EWSS/ORACLE/RFB: IMPLEMENTAION OF ORACLE FUSION CLOUD AND SUPPORT FOR A PERIOD OF 60 MONTHS and the name of the Tenderer shall be clearly shown"

- “ENVELOPE A **TECHNICAL** PROPOSAL: **COPY** Contract NO 93/2021/EWSS/ORACLE/RFB: IMPLEMENTAION OF ORACLE FUSION CLOUD AND SUPPORT FOR A PERIOD OF 60 MONTHS and the name of the Tenderer shall be clearly shown”

b) The original tender proposal, together with the covering letter, letter of offer and any supporting documents, shall be saved in unencrypted USB disk in PDF Format and USB sealed in an envelope endorsed:

- “ENVELOPE B **FINANCIAL** PROPOSAL: **ORIGINAL** Contract NO 93/2021/EWSS/ORACLE/RFB: IMPLEMENTAION OF ORACLE FUSION CLOUD AND SUPPORT FOR A PERIOD OF 60 MONTHS and the name of the Tenderer shall be clearly shown”

- “ENVELOPE B **FINANCIAL** PROPOSAL: **COPY** Contract NO 93/2021/EWSS/ORACLE/RFB: IMPLEMENTAION OF ORACLE FUSION CLOUD AND SUPPORT FOR A PERIOD OF 60 MONTHS and the name of the Tenderer shall be clearly shown”

2.6. The tender offer shall be made by the tenderer completing and submitting the Schedule of Returnable documents and Schedules, including:

- a) Any other documents prepared by the Tenderer to supplement the required returnable documents and schedules.
- b) Copies of and receipt slips for Addenda.

2.7. No other documents shall be submitted by the Tenderer unless they are directly related to the requirements for the relevant returnable documents and schedules, in particular that no company brochures or promotional materials are to be submitted with the tender offer.

2.8. The TCTA’s address for delivery of tender offers and identification details to be shown on each tender offer package areas specified in the tender notice. If the envelopes are not sealed and marked as instructed, then TCTA will assume no responsibility for the misplacement of any contents of the submission.

Telephonic, telegraphic, telex, facsimile, electronic or emailed tenders will be rejected.

3. BACKGROUND

3.1. PROJECT DESCRIPTION

TCTA wishes to appoint a suitably qualified and experienced Service Provider to supply, implement and maintain a fully managed Oracle Fusion Cloud (SaaS - Software as a Service) solution for a period of five (5) years.

Ownership of the asset and all risks associated with maintaining a fully functional SaaS solution with high availability shall rest with the successful bidder. All data and intellectual property stored in the SaaS platform will strictly remain the property of TCTA.

3.2. PURPOSE OF THE PROJECT

A service provider is required to provide a fully integrated Financials, Supply Chain Management (SCM), Human Capital Management (HCM), Aconex Cloud, and Primavera Cloud solution with seamless integration to Oracle EBS Payroll.

3.3. CURRENT ENVIRONMENT

TCTA has implemented Oracle EBS Financials, Human Capital Management (HCM) and Supply Chain Management (SCM). However, only Oracle EBS for Finance and SCM were fully implemented and HCM was partially implemented. Currently, Oracle EBS for Finance and SCM have been halted, due to end-user challenges. Only the partial HCM (Payroll and Employee Self Service) is operational within TCTA.

The fundamental problem statement is that TCTA operates in a project accounting environment, where each project is accounted for separately, but the General Ledger (GL) has not been designed or configured to reflect this. Expense accounts were segmented per project, while control accounts were centralised. The single-GL approach meant that extensive manual intervention was required to prepare financial reports/statements per project.

There are also business requirements that the current Oracle EBS system is not able to meet, especially in the HCM module. These include certain elements of learning and development, recruitment portal, Grow our Team (GOT), climate poll, employment equity assessments, organisational design, and salary surveys. The HR function is being compromised by the inability to produce intelligent reports and trend analysis for decision making. The situation, as it currently obtains, necessitates manual data collation and processing, which does not only take longer but also susceptible to human error.

To address the challenges with the EBS implementation, a decision was made to appoint an independent service provider to conduct a comprehensive assessment of the system and path a way forward. The assessment concluded with recommendations to re-implement through Oracle Fusion Cloud to ensure that all requirements are fully met.

4. SCOPE OF WORK

4.1. DETAILED DESCRIPTION OF GOODS/SERVICES

The scope of work shall include implementation of Financials (all modules), Supply Chain Management (all modules), Human Capital Management (all modules), Cloud Aconex, Primavera Cloud, Integration, Reporting and Analytics, Change Management, Training and knowledge transfer. The service provider must also stabilise and implement improvements to enhance the current EBS Payroll system. Furthermore, the service provider will be required to provide support for all implemented modules inclusive of Cloud Aconex, Primavera Cloud as well as current EBS Payroll system for a period of 5 years. Finally, the service provider will be required to provide a transition plan for TCTA to move from the current application into the new SaaS environment.

Bidders must take into cognisance that only a full and complete solution will be considered. Should a bidder not possess capabilities and ability to provide a fully-fledged solution, then a partnership, through a Joint Venture or sub-contracting agreement, will be required with a clear indication as to which modules will be implemented and/or supported by partner.

4.1.1. Business Processes

The Service Provider will only be required to analyse the AS-IS business processes and document TO-BE business processes that are impacted by this project or will be enabled through the system. It must be noted that not all current processes (AS-IS) are documented, and this will require workshops with relevant stakeholders. The Service Provider may be required to collaborate with another service provider appointed for the Business Process Re-engineering project.

4.1.2. Validation of Business Requirements

The Service Provider will be required to validate and document detailed business requirements prior to configuration of the system. This will include workshops with relevant stakeholders (Finance, SCM, HCM and Projects) and sign-off the detailed business requirements. We have highlighted in the sections below; key modules that are required, but the Services Provider is required to implement all relevant modules based on the validated and signed business requirements. The purpose for the validation of business requirements is to ensure that all aspects of the solution that are required to meet TCTA's requirements are catered for in the final product.

4.1.3. Financials

TCTA is a project driven organisation and each project is currently configured in Accpac Accounting as if it was a 'stand-alone entity'. This setup was not carried through into the previous Oracle EBS implementation. The Financials module in new Oracle Cloud Fusion implementation should be set up in the following manner:

- 4.1.3.1 Single Chart of Accounts (COA) with multiple balancing segments to be maintained for all projects.
- 4.1.3.2 Balance sheet and income statements are required per project.
- 4.1.3.3 Consolidated, Project and Divisional Reporting for all modules and reports.
- 4.1.3.4 Each project has a separate bank account and control accounts.
- 4.1.3.5 VAT to be separate for each project. Allowance for multiple Vat rates (required when the VAT rate changes in the middle of the financial year).

NB: TCTA has one VAT registration number.

With that in mind, TCTA intends to implement the following modules in the Cloud environment:

- 4.1.3.6 General Ledger
 - Setup of general ledger module including standard templates and accounting treatment.
 - Create and control budget with multiple budget sets.
 - Ability to recover costs per project.
 - Ability to do reconciliations.
 - Ability to do journal entries.
- 4.1.3.7 Account Payables
 - Ability to load suppliers, approve suppliers' updated information (address, classification, commodities, etc.), approve supplier bank account and payment releases.
 - Enable different payment methods (Cash, EFT, Credit Card and Manual Cheques)
 - Setup and implementation of bank integration and payment system.
 - Matching of purchase orders from the SCM module and the accounts payable sub-module.

4.1.3.8 Account Receivables

- Setup of accounts receivable sub-module including standard templates and accounting treatment.

4.1.3.9 Cash Management

- Setup and implementation of cash management system.
- Separate bank account for each project.
- Automated upload/import of bank statement.
- Automated bank reconciliation.

4.1.3.10 Fixed Assets

- Setup and implementation of asset management system including accounting.
- Setup of fixed asset control accounts and integration sub-module between fixed asset module and accounting module.

4.1.3.11 Staff Claims

- Ability for employees to submit claims for reimbursement.
- Approval process for staff claims.

4.1.3.12 Audit Trail

- Protective Controls – Monitor the performance of the database (server alerts).
- Detective Controls – Any action by any system is tracked and recorded.
- Corrective Controls – Respond to unwanted or unauthorised user actions through the notification functionality.

4.1.3.13 Standard reports and documents

- Automatically consolidates data from multiple departments, divisions and data sources for in-depth analysis.
- Must allow users to model a reporting structure and view TCTA in multiple ways at the click of a button.
- Easily add or change reporting units without changing financial data – accommodating reporting structures from simple to sophisticated.

4.1.3.14 Budgeting

- Installation and setup of budgeting system.
- Design and preparation of templates and consolidation.

- Multi-Year & Multi Project Budgeting with ability to integrate to designated projects system.

4.1.3.15 Data Take-On

- Setup of system to include all data to be transferred from current system with history detailed transactions.

4.1.3.16 Workflow and Document Control

- Capture large volumes of documents for repositories and financial back-end systems. Workflow solution must incorporate the following:
 - Recognise documents of any complexity from various sources
 - Automatically classify documents based on certain criteria (e.g. Invoice)
 - Automatically capture data and extract text.
 - Export and save searchable/ editable documents
 - Process to enforce business policies which commits the transaction to the new system upon final approval.

4.1.3.17 Business Intelligence & Reporting Tools

- Build Business Intelligence capabilities for management reporting.
- Setup of data warehouse and scheduling of data transfer. Allowance to be provided to multi-dimensional data interrogation. Types of reports: Trial Balance, Profit & Loss Statement, Balance Sheet, Budget report (period, period to date, year to date - for actual vs budget)

4.1.3.18 Integration with the Following Systems (to enable journal export and import from source to financial system and for information storage).

- Treasury Management System (FTI Star) – journals.
- Project Management System (Aconex and Primavera) – journals and data.
- HR (Oracle) – journals.
- SharePoint – documents storage.

4.1.4. Supply Chain Management

TCTA intends to implement a fully integrated procure to pay system with access to real time data to enable quick decision making. The following modules should be implemented in the cloud:

4.1.4.1 Demand Management

- Ability to compile a procurement plan/schedule for the financial year and match it to approved budget.
- Ability to prompt procurement specialists or end-users when their planned procurement transaction is due.

4.1.4.2 Electronic Procurement

- Ability for end-users to create requisitions with the functionality to check available funds.
- Ability to match requisition to procurement plan.
- Ability for end-users to track progress on their requisitions.

4.1.4.3 Purchasing

- Ability to convert requisitions into bid processes and bid numbers.
- Ability to assign/allocate bid processes to different procurement specialists.
- Ability to capture the bid details and upload documents that are only visible to the Procurement Specialist.
- Ability to submit a draft document to the BSC and load BSC recording onto the system.
- Ability to convert a bid number into a Purchase Order.
- Ability to create encumbrance Purchase Order.
- Enable multilevel approval processing.
- Ability to track invoices linked to purchase orders.
- Ability for users to track progress at purchase order level.
- Must prepare a tender register of all bids in process.

4.1.4.4 Sourcing

- Ability for potential bidders to access TCTA bids online and submit proposals/quotations online.
- Online scoring of bid documents.
- Approval of tenders by relevant committees.
- Ability to create surrogate Quotes.

4.1.4.5 Supplier Management

- Ability for suppliers to register and be approved on the portal.
- Ability for suppliers to load documents.
- Ability for suppliers to be notified when their documents have expired or are incomplete.
- Ability to load invoices for payments and track the status.
- Ability for suppliers to manage and maintain their own profiles.
- Ability for end-users to conduct supplier performance evaluations online;
- Ability to correspond with a supplier online.
- Ability to blacklist a supplier.

4.1.4.6 Contract Management

- Ability to capture, manage and track expenditure against contracts.
- Ability to monitor contract expiry dates and issue early warning.

4.1.5. Human Capital Management

TCTA intends to implement all modules across the HCM which include 'hire to retire' process in the Cloud environment as follows:

4.1.5.1 Oracle Human Resources (including Employee and Manager Self Service)

- TCTA currently runs Payroll and Employee Self Service on Oracle EBS and HR Core has been setup in this regard. The Service Provider must migrate the data and business rules into the new Cloud environment.

4.1.5.2 Absence Management

- TCTA currently runs Employee Self Service for leave management on Oracle EBS. The Service Provider must migrate the data and business rules into the new Cloud environment .

4.1.5.3 Wellness

- Ability to collect data on employees' health, analyse it and present it using analytical reports.

4.1.5.4 Oracle Learning Management

- TCTA intends to implement a learning and development module to enhance internal and external training delivery process, capture the data and draw analytical reports for decision making.
- Tightly integrated with performance management for facilitation of training requirements as defined in the PDPs (personal development plan).
- Tightly integrated with Oracle Financials for the administration of the learning process. This will include the verification of budget before committing to learning interventions as well as tracking of supplier payments.
- Ability to capture data and draw reports. These reports should meet the legal requirements of the Employment Equity Act as well as the Skill Development Act, e.g. Annual Training Report.
- The system must cater for the following reports, but not limited to:
 - BBBEE
 - % of black employees
 - % of Senior managers
 - % of Middle managers
 - % of Junior managers
 - % of Disabled employees
 - Employment Equity report

4.1.5.5 Skills Development

- Must allow HR to manage the skills development process within TCTA.
- Scarce and critical skills are defined on position level.
- Skills development process links with the performance management process and enables the setup of a PDP per employee.
- Easy recording of development interventions per employee which include document attachment functionality.
- Recording of skills related information required for skills reporting purposes.
- Printing of WSP and ATR skills reports are quick and easy.
- Year on year data comparison must be possible.

- The system must cater for the following reports, but not limited to:
 - Skills spent on disabled black employees
 - Number of black learners"
 - Internal and external reporting (report with/out foreign nationals).
 - % spend on payroll
 - Spent on female
 - Spent on male
 - Spent on blacks
 - Accredited training institutions
 - Memberships
 - % of disabled employees
 - % PDP roll out
 - Academic papers"
 - BBBEE
 - WSP & ATR (attached the required fields from SETA).
 - Individual performance scores.
 - Actual performance against PDP's.
 - Record what must be recouped after failure or non- attendance.
 - Flash 12 months before contract ends.
 - Expiry date for memberships.
 - Actual memberships.
 - "PDP put in accordance:
 - Competency
 - Career development
 - CPD points"
 - Facilitate feedback after training (surveys).
 - Qualitative interviews after feedback.
 - Management reports after training by SP's.
 - Attendance register (link to access control system).
 - 180 degree review tool.

- Training measurement.
- Performance measurement.
- Qualifications.
- Education.
- Experience.
- Job profile.
- Grades of positions.
- Capture the skills audit info above to be able to identify the gaps.

4.1.5.6 Performance Management - Performance Management is currently done manually and TCTA requires a system that will automate the process. As a minimum, the solution must be able to:

- Set objectives at Organisational and Divisional levels and ensure 'line of sight' through to individual level.
- Performance Contract and Review
 - Incumbent should be able to fill in the form to complete the contract.
 - Allow for online verification and approval of performance contract and review.
- Competency Review
 - Must allow HR to view the results of the employee's competency review.
- Employee PDP
 - The Employee Personal Development Plan (PDP) report must provide full information on the development plan as well as achieved training courses for the employee.
 - The employee PDP gap report must enable HR to see the gap between the proposed development plan for the employee vs. individual actual training achieved.
- Succession Planning
 - Allow to capture High Potential (HIPO) assessments and succession planning (by Manager & HR).
 - Linked and integrated to Organisation design, performance scores, EE, Promotions, Recruitment, PDPs and Training.
 - Ability to earmark critical positions and identified successors (limited access).
 - Gap identification (Competency assessments and Grading)

- Allow to set type of assessment the candidate must complete and the purpose.
- The system should allow the user to set the validity period (expiry date for assessments reports) of assessments.
- The system should have the capability to send notifications to the user on different intervals prior to the expiry date.
- The system should allow the user to draw report with but not limited to the info below:
 - Number of positions assessed
 - Type of assessment used
 - Actual purpose for assessments (e.g. selection, development or succession)
 - Cost/expenditure (including expenditure against available budget)
 - Areas of Development as per Assessment Outcome.
- Employee Relations
 - Ability to create automated employee relations data and extracting of monthly reporting.
 - The ability to upload documents both in MS Word and PDF format.
 - Limited access to data and 'read only' function for HR.
 - The system should have the functionality fields as highlighted in the below table.

Month	Name of employee	Line Manager	Date of issue	Issue	Description of issue	Outcome	Current status	Total
Input and Access to monthly data	Drop-down list of TCTA employees	Drop-down list of all managers, including Supervisors and the ability for free text tab.	Easy access Calendar with ability to choose dates	Drop-down list comprising of the following functionalities: Grievances Disciplinary hearings Performance hearings Mediation CCMA Labour Court Labour Appeal Court A free text tab for any issue that does not fall within the above	Free text tab			

- Recruitment

- Seamless and automated recruitment and onboarding of employees.
- Recruitment Portal – ability for candidates to view and respond to vacancies
- Electronic CVs must be imported into HR to allow for easy management of the candidate database.
- Assist with the management of the recruitment process for one or a multitude of positions.
- Record relevant information for a project such as: staff requisition dates, authorisation of the project or position when recruitment for a vacancy started as well as when the position was filled.
- Enables the recruiter to manage all incoming CVs, interviews reference checks, ITC and criminal checks, assessments conducted offer made and more.
- All cost associated with the recruitment process may be recorded, tracked and reviewed against budget.
- Recruitment management reports allow for the management of recruitment strategies within TCTA.
- Allow to set type of assessment the candidate must complete and the purpose.

- Workforce Compensation

The ability to set up and manage the compensation for employees in TCTA. The system should cover the below, but is not limited to:

- Ability to manage the Salary and Grade pay progression
- Compensation and Rewards Management
- Leave and Absence Management
- Ability to map the compensation surveys to the jobs and positions in TCTA
- Ability to create automated employee data and extracting for monthly reporting.
- Ability to upload documents both in word and pdf
- Salary analytics against salary survey data
- Ability to run report actual vs budgeted salary cost
- Ability to run automated salary increases
- Ability to set up grade, formal pay line and survey scale rates
- Reports for managers and administrators
- Validation of data re jobs, grades positions etc.

- Other requirements

There are 13 HR standard elements which should be met of which the below should also be configured in the system. Four have been addressed in the above. Wellness, Performance Management, Learning and Development, Employment Relations Management.

- Strategic HR Management
- Talent Management
- HR Risk Management
- Workforce Planning
- Reward and Recognition
- Organisation Development
- HR Service Delivery
- HR Technology – (Automation of all processes)
- HR Measurement – (Data Analytics)

4.1.6. Oracle Enterprise Performance Management (EPM) Solution

As part of the project, the Service Provider will be required to implement Oracle EPM Cloud for financial reporting purposes in line with regulatory requirements. The system must have the ability to produce annual financial statements in accordance with **both IFRS and GRAP**. The solution must be able produce the following reports but not limited to:

- Annual financial statements (AFS) per IFRS inclusive of notes (refer to latest published annual report for reporting requirements).
- The solution must have the ability to produce AFS in the National Treasury template.
- AFS per GRAP inclusive of notes.
- Quarterly and interim financial statements.

4.1.7. Cloud Aconex and Primavera Cloud

As part of the project, the Service Provider will be required to implement Cloud Aconex and Primavera Cloud to allow TCTA to manage capital projects. This solution must have a native integration to the Oracle Fusion Cloud.

TCTA implements projects under guidance from a compiled Project Implementation Methodology (PIM), founded on PMI's PMBoK project management guidebook with various

features and functionality borrowed from other off-the-shelf standard methodologies such as Projects in Controlled Environment (PRINCE II). This scope of work anchors on the guidance of PIM herein presented as Front-Page presentation (portal level) in Appendix – 1a.as Front Page aimed at providing an insights into TCTA business imperatives.

4.1.7.1. Cloud Aconex and Primavera Cloud Objective

TCTA intends to promote its processes, controls and tools to align to best practice. As one of the goals in this initiative a project management Solution that is designed around the following aspects of an information system acts as a critical element:

- Single entry of project data and record
- Process approach to implementation
- Risk-based decision making assisted by analysis using factual information
- Punctual project performance reporting driven from factual data.
- Management of cost via a cost reporting structure
- Contract Management and document control solution
- Dashboard reporting

4.1.7.2. Enterprise Project Framework

The Cloud Aconex and Primavera Cloud must have a functionality to organise and manage projects in hierarchical structure for users in TCTA. The structure shall enable users to review project data at the level appropriate for their various roles in TCTA. The Enterprise Project Structure (EPS) is used to:

- Properly structure the top-down budgeting and cost analysis
- Organize work breakdown and organizational breakdown structures into one common structure
- Manage multiple projects from the highest levels of the organization to the individuals that perform specific project tasks on a common platform
- Implement coding standards for flexible reporting
- Maintain appropriate security throughout the enterprise

The suggested TCTA structure appears on the next page. It is started by selecting the 'New' option on the dropdown menu as shown here

4.1.7.3. Project Initiation and Controls

The Cloud Aconex and Primavera Cloud solution will have capacity to initiate multiple projects with the following functionalities:

- a) Project Name
- b) **Title** – Title of project
- c) **Project Number** – Project Number
- d) Project Owner i.e. TCTA
- e) Entities participating and contracted in contracts within the project with their contacts as a minimum which functionality must include copying from a pre-established pool of companies.
- f) Assigning the project into approved Enterprise Project Framework which includes other projects all categorically posted to nodes to reflect progress within the project life cycle.
- g) Companies / Contacts

Companies and Contacts will be assignable to the project. To do this they need to enable “Copying” from a previously prepared list or added to the Solution for a particular project and be made available for other projects.

- h) Integration into the SCM and Financial system is important
- i) Cost Code Structure

Cost codes are the highest level of cost detail for the project. The structure of the codes is critical, as a building block the Layouts and Reports are dependent on this structure being well thought out and appropriately aligned to the project. Below is the design of the cost code elements and element definitions.

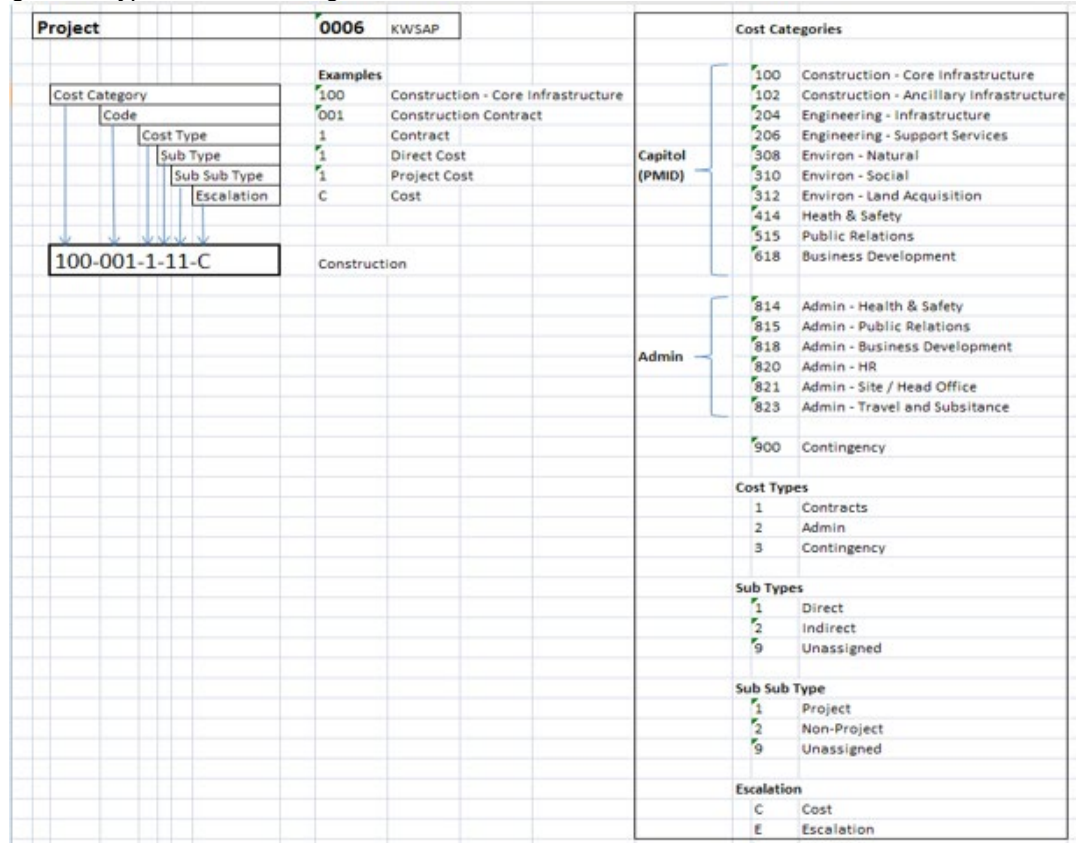
- Cost Codes shall be uniquely allocated and posted to each project.
 - Cost Codes need to align with the SCM and Financial systems which ever shall be primary or replica.
- j) Input of approved Cost Codes ensuring each consistently reflects respective type of cost consistently on all the projects.
 - k) Attachments

The location of the attachments shall be compatible with the planned cloud storage system and be incorporated into the operation of the Solution as set by the Solution administrator while ensuring that allocated access rights are maintained.

4.1.7.4. Contract Management

- 4.1.7.4.1. Initiation of Contacts – Contracts will be initiated as new awards are made in a project. Contracts will follow a prescribed set of contract code which may align to codes already set in current SCM & finance and costing functions of TCTA.

Figure 1: Typical Cost Coding Framework



- 4.1.7.4.2. Contract Costs – Contract costs will be captured into the Solution, in a structured fashion, aligned to project cost base provided during project initiation in a manner that they are carried over from the higher order project cost line items.

At award the functionality must afford each contract to be captured into the system to the degree of detail and number of cost breakdown levels desired by the TCTA as guided by the awarded contract cost.

The contract administration functionality of the Solution must accommodate all commitments in a project including TCTA administration (Indirect project costs, staff salaries etc) and land acquisition costs.

- 4.1.7.4.3. Payment Certification Application – Payment processes will be configured to incorporate all types of payment items including lump sum, unit rate, provisional sum, preliminary items in construction, Professional Service Providers (PSP) contracts, advanced payments/repayments, land acquisition payments and TCTA admin costs enabling processing of actuals into the Project Cost Reports (Appendix 3) to keep accurate real time updates. as well as preparation for finance payment processes.

The Solution must have functionality to create the first payment certificate for a contract which shall include capability to draw up cost breakdown sections containing line items as required by each particular contract. Subsequent certificates shall require generation using the first as the template. The line numbering shall be in logical manner depicting the structure of the cost breakdown. Rate based and lump sum-based cost items shall be included in the functionality.

The functionality must be such that:

- Contract must be in place prior to creating any Payment Certificate
- Any Changes that are planned on rolling into this Payment Certificate must be Approved
- Payment Certificates cannot be Approved unless the Contract is Approved.
- The Payment Certificates shall accommodate and incorporate all types of approved changes, claims, provisional sums while ensuring none are processed for payment if not approved.
- The payment system shall flag and disable payments that contain approved changes that exceed specified thresholds which shall be configured into the electronic processing.
- The Solution must allow advance payments to be executed as needed by requirements of a contract.
- The Payment Certificate functionality shall allow for importation of Approved Changes and Claims that form the continuum of work done.
- The last step in the Payment Certificate workflow shall reflect the authorized signatory as defined by the approved Delegation of Authority.

Current manual payment workflows provided in Appendix – 1b shall be streamlined into the electronic workflows provided in the functionality of the Solution clearly separating roles and rights of each user.

Inputs generated in each Payment Certificate shall be congruent to and automatically reflect in the most current cost report for each project. Payments register is crucial.

This solution shall be the primary payment certification mechanism for all contracts going forward at TCTA, over and above the project's division. All invoices coming into the organisation would need to be able to be uploaded by either the contractor or service provider solution. Notwithstanding also be able to be uploaded into the solution by a data capture.

4.1.7.4.4. Contract Changes (Variations) – the current contract variation process, included in Appendix – 1f shall allow configuration to ensure necessary approval by TCTA. To enable payment the Solution shall have check-enabled functionality that conforms to approved Delegation of Authority in TCTA. Pre-defined checks aligned to current TCTA policies and PFMA shall be incorporated in the Solution to prevent processing and approval of expenditures within any variations which is non-aligned to set compliances.

An electronic numbering system which conforms to set principles shall be built-into the change management functionality.

The Solution must have a functionality to manage the cycle in a change process which shall be streamlined along the workflow given in Appendix – 1f. The functionality shall firstly, be able to generate the potential change at an estimate level. The functionality shall allow for multiple phases of negotiations building up to a final approval. Each phase records shall be retained in the database while only posting the latest estimate into cost report in order to update the forecasted figures.

Current manual payment workflows shall be mirrored or into the electronic workflows provided in the functionality of the Solution clearly separating roles and rights of each user.

Inputs generated in each Contract Change shall automatically correlate in the most current cost report for each project. Contract Variation register in line with a contract register is crucial, in line with National Treasury approvals. The contract register needs to be at a project and portfolio level.

4.1.7.4.5. Claims Process – the current claim process shall allow configuration to ensure necessary endorsements of claims for payment by TCTA. To enable payment the Solution must have check functionality that conforms to approved Delegation of Authority in TCTA as the outcome of the execution of the approved variation. Pre-defined checks, National Treasury notifications aligned to current TCTA policies and PFMA shall be incorporated in the Solution to prevent processing and endorsement of expenditures on claims which is non-aligned to set compliances.

Claims is as per the FIDIC process, TCTA will load into the cost report or a payment certificate once it has been finalised by the DAB or if there is payment as instructed by the engineer. For all intents and purposes, it works as a VO once it has been approved by the DAB or a PSP. This can be further discussed and explained during the implementation

An electronic numbering system which conforms to set principles shall be built into the claim functionality.

Current manual claim workflows shall be mirrored into the electronic workflows provided in the functionality of the Solution clearly separating roles and rights of each user.

Inputs generated in each Claims shall automatically correlate in the most current cost report for each project. Claims Variation Register is crucial.

4.1.7.5. Defined Automatic Alerts

The Solution must automatically provide alerts to the users, escalate-able to supervisory levels for documents that exceeds set time requirements for actioning. Alerts created to notify users when a document meets a condition will be logged in the Solution database for future reference and continual improvement of the processes.

4.1.7.6. Approving the Contract

Once the contract items are completed and finalized, the Contract needs to be approved in Contract Management to lock the data against further changes. **No Changes or Payment Certificates can be associated with this contract until it is approved.**

A user with rights to approve a contract, shall also have rights to un-approve a contract.

4.1.7.7. Project Reporting

Project Cost Reporting – TCTA currently makes use of Microsoft Excel spreadsheets as a method to report costs as given in Appendix - 6. This must be enabled for configuration into the Solution. Moreover, it must incorporate managing project budgets (which are provided in Appendices – 1c to 1e), Commitments (Contracts), Change Control (Variations), capturing actuals through the payment process (Appendix 1b), pending claims, projects final forecasted costs and variances between periods within project duration.

Long Term Cost Plan (Project Budget) – The implementation of the Solution will provide the organisation with both yearly and long-term forecast of costs per project (see Long Term Cost Plan Appendices – 1c to 1e). The solution if implemented correctly should be able to update cashflows in real time and the long-term forecast should be an extract from the system and be able to integrate to the financials for annual budgets.

Project S Curves – TCTA currently reports project progress based on cost progress in an S curve produced and updated in MS Excel platform. This will be configured into the system by incorporating budgeted cost, actual cost to-date, and a forecast (See S Curve, Appendix - 3).

Project Scheduling Reporting – TCTA currently used MS Project as the platform for scheduling and performance reporting. The Solution proposed will be able to facilitate Earned Value Management (EVM) based project performance reporting (See the currently MS Excel adapted tool in Appendix – 4).

4.1.7.8. Critical Document Control Functionalities

TCTA intends to implement a dedicated central document management system whereby currently is in possession of Microsoft Cloud and SharePoint licenses. The Solution must be enabled for full integration with these systems whereby the functionality accessible to use of pre-registered project contacts can be served with documents into and out of the project. A transmittal document shall accompany each distribution event with a printable media if desired to allow endorsement for delivery and receipt.

The Contact information for delivering and receiving persons shall be critical for the Solution to understand whether the document is coming into or out of the project. All correspondence from TCTA will be classified as correspondence out of the project and all other documents not from TCTA will be considered correspondence into the project.

TCTA would expect all documents to be received through and reside in the proposed system, e.g., correspondence, invoices, payment certificates etc. However, the system should allow for uploading of scanned documents not received through the system. Transfer of information between TCTA and the contractors will need to be via the system. All documents classified as records shall be kept in a central repository and this solution must integrate and align as follows:

- Shall handle documents and records received by the Document Control/Records Management Sections via paper or email.
- The Solution must create an attachable file for the document (if emailed with attachments then create an MSG (message) file to improve retrievability which will include the attachments) shall adequately be descriptive in the file name as to the title of the document
- Shall create a record of the entry of all incoming and outgoing information items in the form of document/record bearing key data such as initiator and receiver name, date received, document date and description of attachments. Outgoing documents will be accompanied by a transmittal note capturing essential data of the correspondence.
- Solution will assign distribution of the file using Distribution Lists invoked from the Contact List.

4.1.7.9. Administrator Functionality

The Solution must allow the Administrators to issue access right to each individual user at project and modular level such that only user assigned duties on a specific project can view, add, edit, export or delete information according to their various needs on a project and on specific function within their project.

4.1.7.10. Content Management

Adapt a Content Management functionality that allows options for creating document versions and for storing attachments whereby integration with Microsoft cloud and SharePoint shall be enabled.

The Solution must be capacitated to keep reference used for document management aligned to standard TCTA document management methodology.

4.1.7.11. User Accounts

Users accessibility shall be managed through accounts within the Solution by enabled and approved username and password. Passwords shall be configurable to select frequency of change and minimum character attributes.

4.1.7.12. Define Alerts

The Solution must have functionality to automatically alert users to documents that require attention. The Administrator shall have rights to create alerts that will notify users and escalate to supervisors when a document meets a specific condition critical to project implementation.

4.1.7.13. System Requirements

The Cloud Aconex and Primavera Cloud solution must have the following functionality and capability, either as a standard or through additional development by the bidder. The solution must fully meet the following requirements.

Requirement Section	Functional Requirement
PROJECT INITIATION	Can initiate projects separately in a ring-fenced manner providing each with essential attributes such as "Name", "Title", unique project number etc.
	Provide functionality for each to project allowing upload of its cost breakdown structure (project charter budget) with coding to assist in defining each type of cost i.e. construction, engineering, environmental, health and safety etc.

Requirement Section	Functional Requirement
	Allow user with exclusive rights to approve charter within the Solution and additionally allow approval of subsequent revisions.
	Provide functionality to enable change management on the previously approved and uploaded project charter budget.
	The Solution must provide for the yearly and long-term forecast of costs per project.
PROJECT REPORTING	The Solution shall automate the current project progress reports based on cost progress in an S curve produced and updated in MS Excel platform. This must be configured into the Solution by incorporating budgeted cost, actual cost to-date, and a forecast. As a minimum the S-curves shall bear the information provided in Appendix – 2.
	The currently used MS Project as the platform for scheduling whereby performance reporting shall be configured into the Solution.
	The reporting shall include dashboards representing status and variance reports on the cost and schedule performance of the project.
CONTRACT COST BASE	Committed contract costs to be captured into the Solution, in a structured fashion for purposes of formulating contract cost to enable contract cost breakdown elements, at the required level of contract management.
	Current manual payment workflows shall be streamlined into the electronic workflows provided in the functionality of the Solution clearly separating roles and rights of each user. The Solution shall have functionality to create the payment certificate for awarded contracts which shall be presented in structured manner based on the applicable contract schedules and line items.
CONTRACT PAYMENTS	To enable payment the Solution shall have check functionality that conforms to approved Delegation of Authority in TCTA as the outcome of the execution of the approved variation. Pre-defined checks, aligned to current TCTA policies and PFMA shall be incorporated in the Solution to prevent processing and approval of expenditures within any variations which is non-aligned to set compliances.
	The Solution shall have a functionality to manage the multi-phased change process. It shall firstly, be able to generate the potential change at an estimate level. The multiple phases of negotiations building up to a final approval. Each phase records shall be retained in the database while posting the latest estimate into cost report in order to update the forecasted figures.
	Solution shall have check functionality that conforms to approved Delegation of Authority in TCTA as the outcome in the execution for payment of approved claim. The National Treasury notifications aligned to

Requirement Section	Functional Requirement
	current TCTA policies and PFMA shall be incorporated in the Solution to prevent processing and endorsement of expenditures on claims to avoid non-compliance and irregularities.
	The functionality shall include posting of actuals to cost reports to enable progress tracking and reporting.
	The posted actuals shall be reconciled by comparing them with the budget figures for the same period as the when the payments are made. Such payments shall be presented in the hierarchical structure.
STRUCTURED PORTFOLIO OF PROJECT INFORMATION	Provide hierarchical structure to organise and manage project, at an enterprise level, within the Solution for ease of user interface, data retrieval and reporting.
ATTACHMENTS	Allow multiple attachments of common file formats to be made upon generation of various project and contract management transactions within the proposed Solution.
COMPANIES/ CONTACTS	Companies and Contacts shall be assignable to project and individual contracts within a project individually.
INTEGRATION WITH ORACLE FUSION CLOUD	Enabled for integration with Oracle Fusion Cloud
IN-PROCESS ALERTS FOR DELAYED ACTIONS	Possess capability to issue alerts to users and escalate to supervisory line management on the basis of criticality of delayed actions

4.1.8. Licenses

The service provider will be required to provide licenses as follows:

License Type	Quantity	Comment
EBS Payroll	5	
SaaS Environment	235	TCTA will not procure all 235 licenses at once. It will initially purchase 176 licenses based on the number of employees at the time of compiling this RFB, or a number that will be applicable at the time of contracting. 235 is the total number of positions in the organisational structure.
Reporting and Analytics	20	
Cloud Aconex and Primavera Cloud	50	

4.1.9. Integration

As part of the project, the following integration must be built, including any data and application integration points that are relevant:

System	Comments
Oracle Payroll	Due to localisation and legislative requirements, TCTA will keep the current Oracle Payroll system and integration is required.
Cloud Aconex and Primavera Cloud	Native integration to the Oracle Fusion Cloud.
Treasury Management System	TCTA currently uses FTI Star as its Treasury Management System and integration to Oracle Fusion Cloud is required.
Electronic Documents and Records Management Systems	Integration with SharePoint and dataSTOR.

4.1.10. Reporting and Analytics

The Service Provider will be required to enable the reporting and analytical feature of the application. This will enable TCTA to analyse the reports and present the data in a specific format such as charts and tables in real time. The solution must also include a single dashboard view of all reports for Financials, SCM, HCM and Cloud Aconex and Primavera Cloud

4.1.11. Change Management

The size and nature of this project will require a considerable amount of time dedicated to people change management to ensure a smooth transition and increase adoption of the new system. As part of the project, the Service Provider is required to implement an extensive Change Management programme in collaboration with TCTA. This will include drafting of change management documentation in line with industry approved methodology.

4.1.12. Training

As part of the solution, the Service Provider will be required to provide training as follows:

Training	Number of Trainees	Comment
Oracle Fusion Cloud	235	In-application Guided Learning for training purposes for initial period of three years. This will allow the users to be brought up to speed with processes and tasks. The aim is for users to have continued access to training tutorials post go-live to enable them to perform multiple-step actions, for daily tasks or new features.

Training	Number of Trainees	Comment
		Sessions should be organised to accommodate up to 20 employees per session, and must focus on a specific module.
EBS Payroll Training	5	
Reporting and Analytics	20	
Cloud Aconex and Primavera Cloud	50	
Comprehensive Oracle Technical Certification	6	Certification in the various Oracle streams.

4.1.13. Knowledge Transfer

As part of the project, the Service Provider will be required to transfer skills to TCTA's employees. The skills must be transferred to the following roles:

Speciality	Comments
Database Administration	This is applicable to EBS Payroll
System Administration	This is applicable to EBS Payroll and Proposed Cloud Based Projects Solution
Cloud Aconex and Primavera Cloud Functional	
HCM Functional	This is applicable to Cloud Fusion for each of the implemented modules
SCM Functional	This is applicable to Cloud Fusion for each of the implemented modules
Finance Functional	This is applicable to Cloud Fusion for each of the implemented modules
EPM Functional	

The Service Provider must submit a proposal detailing how the skills will be transferred and measured. This will be on-the-job training to ensure that TCTA is able to support the system post the 5-year support contract. The success of the skills transfer will be measured on the plan put in place by the service provider in achieving this objective.

4.1.14. Post-implementation Support and Maintenance

The Service Provider will be required to provide annual support and maintenance for a period of five (5) years on the whole system, especially the following modules:

- SaaS Environment
- EBS Payroll
- Aconex and Primavera
- Oracle EMP

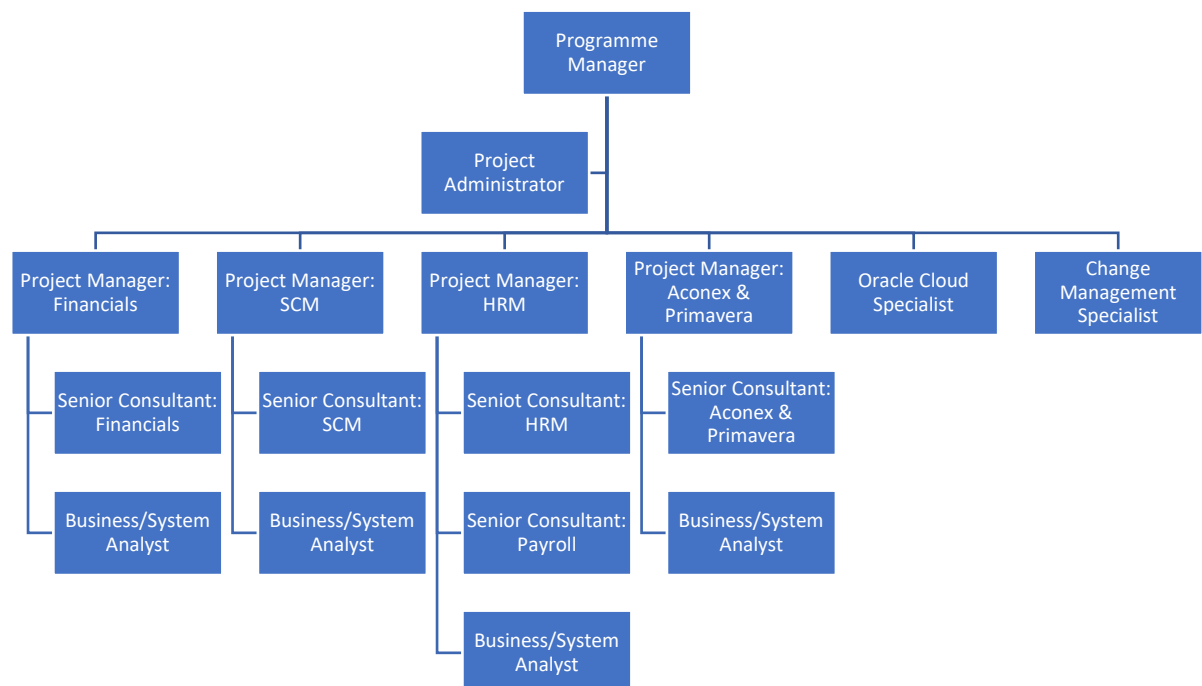
4.1.15. Post-implementation Support Team

The Service Provider will be required to provide the following resources on a full-time basis to provide support for a period of one (1) year post go-live:

Consultant	Number	Period
Finance Consultant	1	12 months
SCM Consultant	1	12 months
HCM Consultant	1	12 months

4.1.16. Project Implementation Team

As a minimum the Service Provider will be required to provide a resource plan with the following 17 resources on a full-time basis during the project implementation phase. Where necessary, e.g., Trainers, the Service Provider may supplement the project team with additional resources.



The project implementation team must meet the following minimum requirements (where a team member exits the project due to resignation or another reason, then they must be replaced with an equal or better resource):

#	Role	Minimum Qualification	Minimum Years of Relevant Experience
1	Programme Manager	Project Management qualification / certification	5
2	Project Manager: Financials	Project Management qualification / certification	2
3	Project Manager: SCM	Project Management qualification / certification	2
4	Project Manager: HCM	Project Management qualification / certification	2
5	Project Manager: Aconex & Primavera	Project Management qualification / certification	2
6	Senior Consultant: Financials	Relevant Oracle Certification	2
7	Senior Consultant: SCM	Relevant Oracle Certification	2
8	Senior Consultant: HCM	Relevant Oracle Certification	2
9	Senior Consultant: Payroll	Relevant Oracle Certification	4
10	Senior Consultant: Aconex & Primavera	Relevant Oracle Certification	2
11	Technical Oracle Cloud Specialist	Relevant Oracle Certification	4
12	Change Management Specialist	Relevant formal qualification	4
13	Business/Systems Analyst X 4	Relevant formal qualification	4
14	Project Administrator	Office administration qualification	2

5. STAGE 1: ATTENDANCE OF COMPULSORY BRIEFING SESSION

Compulsory briefing session will be held online via Microsoft Teams. Bidders are to send an email to tenders04@tcta.co.za to preregister in order to receive an invitation to the meeting.

6. STAGE 2: RETURNABLES

ALL RETURNABLES ARE REQUIRED FOR PURPOSES OF EVALUATION IRRESPECTIVE OF WHETHER THEY ARE DESIGNATED MANDATORY OR NOT.

Submission	Description	Action Required	Document Type
Envelope A:			
Section 1	Proof of accreditation – Oracle Cloud Implementor Certified or evidence that the bidder is the OEM	Attach Proof	Mandatory
Section 2	Technical Proposal: - Comprehensive response to the full Scope of Work (section 3 of his RFB) - Project Plan with timelines - Knowledge Transfer Plan - Resource Plan	Attach Proposal	Non-Mandatory
Section 3	Company Experience	Complete Annexure A	Non-Mandatory
Section 4	Project Team Experience	Complete Annexure B	Non-Mandatory
Section 5	Standard Bidding documents INVITATION TO TENDER (SBD1) DECLARATION OF INTEREST (SBD4) PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATION 2017 (SBD6.1) A VALID B-BBEE CERTIFICATE ISSUED BY SANAS OR A SWORN AFFIDAVIT DECLARATION OF BIDDERS' PAST SUPPLY CHAIN MANAGEMENT PRACTICES (SBD8) CERTIFICATE OF INDEPENDENT BID DETERMINATION (SBD9) CONTRACT FORM (SBD 7.2) TO BE COMPLETED AT CONTRACT STAGE	Complete Annexures	Non-Mandatory

Submission	Description	Action Required	Document Type
Section 6	Tax Compliance Status Pin	Attach Copy	Non-Mandatory
Section 7	Proof of registration on National Treasury Central Supplier Database	Attach Copy	Non-Mandatory
Envelope B:			
Section 8	Comprehensive Financial Proposal	Attach comprehensive and itemised Financial Proposal in line with Section 7.1 below.	Mandatory
	Standard Bidding documents Pricing Schedule – Firm Prices (SBD 3.1)	Complete Annexures	Mandatory

Any bidder who fails to submit a mandatory document, or submits an incomplete mandatory document (e.g. incomplete Financial Proposal), will be disqualified at this stage and not evaluated further. Furthermore, a bidder who fails to submit a non-mandatory document will score zero points where the document is linked to an evaluation criteria.

7. STAGE 3: FUNCTIONALITY

TCTA will evaluate the submissions for functional capacity and capability. TCTA will evaluate the submissions in terms of the functional criteria set out below.

	Functionality	Maximum Score
1	Company Experience	50
	<i>Oracle Fusion Cloud (Complete Annexure A)</i> The bidder must have a proven track record of successfully implementing Oracle Fusion Cloud in either one or more of these modules (Financials, SCM or HCM). Points will be allocated as follows: - Less than 2 implementations = 0 points 2 implementations = 5 points 3 implementations = 10 points 4 implementations = 15 points 5 or more implementations = 20 points	20
	<i>Integrated Solution (Complete Annexure A)</i> Additional points will be awarded for demonstrating a successful implementation of an integrated solution in two or more of these modules (Financials, SCM or HCM). Points will be allocated as follows:	10

	Functionality	Maximum Score
	2 modules integrated (Fin, SCM or HCM) = 5 points 3 modules integrated (Fin, SCM or HCM) = 10 points	
	Oracle EBS Payroll Support Services (Complete Annexure A) The bidder must have a proven track record in providing Oracle EBS Payroll Support. Points will be allocated as follows: - Less than 2 support sites = 0 points 2 support sites = 3 points 3 support sites = 5 points 4 support sites = 8 points 5 or more support sites = 10 points	10
	Oracle EBS Payroll Integration to Oracle Fusion Cloud (Complete Annexure A) The bidder must have a proven track record in integrating EBS Payroll with Fusion Cloud HCM. Points will be allocated as follows: - Less than 2 integrations = 0 points 2 integrated = 5 points 3 integrated = 10 points	10
2	Project Team	50
	Programme Manager Must have implemented at least three (3) ERP programmes/projects. Points will be awarded as follows: <u>Any ERP:</u> - Less than 3 ERP implementations = 0 points 3 ERP implementations = 3 points 4 ERP implementations = 4 points 5 ERP implementations = 5 points <u>Additional points for Oracle ERP implementations:</u> - Less than 1 Oracle ERP implementations = 0 points 1 Oracle ERP implementations = 2 points 2 Oracle ERP implementations = 3 points 3 Oracle ERP implementations = 5 points <u>Additional points for Oracle Cloud Fusion implementations:</u> - Less than 1 Oracle Cloud Fusion implementations = 0 points 1 Oracle Cloud Fusion implementations = 2 points 2 or more Oracle Cloud Fusion implementations = 5 points	15
	Project Manager – Oracle Financials Must have experience in implementation of Oracle Fusion Cloud project/s with	10

	Functionality	Maximum Score
	focus on Financials and points will be awarded as follows:- • Less than 1 implementation = 0 points • 1 implementation = 4 points • 2 implementations = 8 points • 3 or more implementations = 10 points	
	Project Manager – Oracle SCM Must have experience in implementation of Oracle Fusion Cloud project/s with focus on SCM and points will be awarded as follows:- • Less than 1 implementation = 0 points • 1 implementation = 4 points • 2 implementations = 8 points • 3 or more implementations = 10 points	10
	Project Manager – Oracle HCM Must have experience in implementation of Oracle Fusion Cloud project/s with focus on HCM and points will be awarded as follows:- • Less than 1 implementation = 0 points • 1 implementation = 2 points • 2 implementations = 5 points • 3 or more implementations = 7 points	7
	Project Manager – Aconex and Primavera Must have experience in implementation of Aconex and/or Primavera project/s and points will be awarded as follows:- • Less than 1 project = 0 points • 1 project = 1 points • 2 or more projects = 2 points 1 additional point will be awarded if at least one of the projects included Aconex	3
	Technical Oracle Cloud Specialist Must have experience working on the Oracle Cloud system providing technical expertise and points will be awarded as follows:- • Less than 1 implementation = 0 points • 1 implementation = 2 points • 2 implementations = 3 points • 3 or more implementations = 4 points	5
		100

Bidders who do not meet the minimum threshold of 60 points out of the possible 100 points will be disqualified at the end of this stage and not evaluated further.

8. STAGE 4: PRICE AND B-BBEE

TCTA will evaluate all Bid Submissions in terms of the Preferential Procurement Policy Framework Act, No.5 of 2000 (PPPFA).

8.1 PRICING SCHEDULE

The Bidder shall provide a comprehensive financial proposal, that meets or has the following elements, assuming that the project will commence in April 2022:

- 8.1.1 The costing must be arranged in accordance with TCTA's financial year (April to March), to allow for effective budgeting and cashflow management.
- 8.1.2 The bidder must submit an itemised cost, aligned to the Scope of Work articulated in the RFB.
- 8.1.3 The initial investment, e.g., implementation costs, licenses, etc., must be clearly indicated in Year 1.
- 8.1.4 Support, maintenance and software assurance costs must be clearly visible per annum.
- 8.1.5 The total cost must include all disbursements. TCTA will not honour any invoices outside the total project cost as submitted by the bidder.
- 8.1.6 Include a provisional sum of R5,000,000.00 for new requirements that may arise after completion of the Business Requirements Validation phase (3.1.2 of this RFB document).
- 8.1.7 The total cost must be inclusive of VAT.

Bidders must submit a comprehensive / itemised financial proposal

8.2 B-BBEE

- 8.2.1 A bidder who fails to submit proof of B-BBEE status level of contributor or a non-compliant bidder will not be disqualified at this stage but may only score points out of 90 Scores 0 out of 10 based on the 90/10 preference point system.
- 8.2.2 A joint venture or consortium must submit a consolidated B-BBEE scorecard in order to earn B-BBEE points.
- 8.2.3 All B-BBEE certificates must be obtained from verification agencies accredited by SANAS unless the bidder is an EME or QSE in which case they must submit a validly commissioned affidavit. QSEs that do not meet level 1 or 51% black ownership thresholds are obliged to show compliance with all five of the categories on the BEE scorecard therefore, a B-BBEE certificates must be obtained from verification agencies accredited by SANAS.
- 8.2.4 An EME or QSE with 100% black ownership qualifies at a Level One.

- 8.2.5 An EME or QSE with more than 51% black ownership qualifies at a Level Two.
- 8.2.6 If black ownership of an EME is below 51%, it qualifies at a Level Four.
- 8.2.7 If black ownership of a QSE is below 51%, it is required to be measured in terms of the QSE scorecard to confirm its B-BBEE Status Level.

8.3 PRICE

- 8.3.1 If the price offered by the highest scoring bidder is not market related, TCTA reserves the right not to award to that bidder in terms of the PPPFA.
- 8.3.2 Price must be reflected Excluding and Including VAT.
- 8.3.3 All prices must include disbursements.
- 8.3.4 Prices must be firm and unconditional. Bids with conditional prices will be rejected at the bid opening as not meeting the conditions of bid.

8.4 PREFERENTIAL POINTS CALCULATION

The weighting of the evaluation criteria is as follows:

Preferential Procurement	10 points
Price	90 points
Total	100 points

9. STAGE 5: SUPPLIER VETTING

TCTA reserves the right to disqualify a successful bidder who/whose:

- 1.1. Submits fraudulent information or information that they do not have to authority to submit;
- 1.2. Is listed on National Treasury's list of Blacklisted Suppliers or Defaulters or similar;
- 1.3. Poses a risk in terms of any vetting process conducted either by TCTA internally or the National Intelligence Agency;
- 1.4. Has a director and/or shareholder who is employed by any organ of state. This does not apply to any organ of state acting as a bidder; and
- 1.5. Tax affairs are not in order at the time of award after being requested to resolve the non-compliance status with SARS within the prescribed period.

10. CONDITIONS OF BID

Any bid submission that does not meet the conditions of bid may be rejected and not evaluated at all. Such a bid submission will not be acceptable.

10.1. COSTS OF BIDDING

- 10.1.1. Bidders shall bear their own costs, disbursements and expenses associated with the preparation and submission of the Bid Submissions, including submission of any additional information requested by TCTA or attending the compulsory briefing session.
- 10.1.2. TCTA shall not under any circumstances be liable nor assume liability to any Bidder for costs, disbursements and/or expenses incurred by Bidders regardless of the outcome of the Bid process or by virtue of cancellation and/or postponement of the Bid process. Where applicable a non-refundable fee for documents may be charged.

10.2. CLARIFICATIONS

- 10.2.1. All questions or queries regarding the Request for Bid must be directed to the person stated on the front page of this document, stating the relevant Bid number in the subject field, at least five business days before the stipulated closing date and time of the Request for Bid. No e-mails, faxes and/or telephone calls should be directed to any other employees of TCTA.
- 10.2.2. TCTA shall not be liable nor assume liability for any failure to respond to any questions and/or queries raised by potential Bidders.
- 10.2.3. Should a Bidder fail to submit and / or complete any of the annexures TCTA will call upon the Bidder to complete and submit such annexures. TCTA reserves the right to request clarity and to clarify and ambiguities in the documents that have already been submitted. In the event that a Bidder fails to submit any of the requested documents and / or schedules duly completed within 5 (five) working days of being called upon to do so, then the TCTA may disqualify the Bidder.

10.3. AMENDMENTS

- 10.3.1. TCTA reserves the right, in its sole and absolute discretion, to amend any terms and conditions of the Request for Bid and/or to stipulate additional requirements, provided that such amended terms and conditions and/or additional requirements are placed on TCTA's website at least 3 (three) business days prior to the stipulated closing date and time.
- 10.3.2. Any amended terms and conditions and/or stipulation of additional requirements by TCTA shall be deemed to form part of this Request for Bid.
- 10.3.3. TCTA shall not be liable, nor assume liability of any nature what so ever, for the failure of a Bidder to receive information if sent to the e-mail, fax or postal address supplied.
- 10.3.4. TCTA reserves the right to stipulate additional Bid requirements as it deems appropriate in its sole and absolute discretion.

- 10.3.5. TCTA shall not be liable nor assume liability to any potential Bidder/s for any failure by such Bidder/s to receive any request for additional information.
- 10.3.6. In the event that TCTA amends its Bid requirements or requests additional information, any Bidder shall be entitled to withdraw its Bid Submission submitted by it prior to the stipulated closing date and time and re-submit a replacement Bid Submission by not later than the stipulated closing date and time.

10.4. MODIFICATION, ALTERATION OR SUBSTITUTION AND/OR WITHDRAWAL OF A BID SUBMISSION

- 10.4.1. Any Bidder shall be entitled to withdraw or modify its Bid Submission at any time prior to the stipulated closing date and time.
- 10.4.2. Any amendment or alteration to the Bid documents must be received before the closing date and time of the Bid as stipulated in the Special conditions of Bid. The words “Amendment to Bid” and the description of the Bid must be clearly reflected on the envelope containing the documents or courier packaging as referred to in Condition 8.2.
- 10.4.3. No modification, alteration or substitution of Bid Submissions will be permitted after the stipulated closing date and time.
- 10.4.4. TCTA reserves the right to request Bids for clarification needed to evaluate their Bids, however, such request for clarification shall not allow or entitle Bidders to change the substance or price of their Bids after Bid opening. Any request for clarification and the Bidder’s responses will be made in writing.

10.5. VALIDITY PERIOD

- 10.5.1. All Bid Submissions must remain valid from the stipulated closing date and time of the Request for Bid for the period stated in this Bid. Each Bid Submission will constitute an irrevocable offer which remains open for acceptance by TCTA during the validity period.
- 10.5.2. In the event that TCTA issues a request to extend the validity period, failure to respond to such a request shall be deemed to be an approval to extend the bid validity period on the same terms and conditions as per your original bid submission.
- 10.5.3. In the event that a bidder rejects the extension of validity period with no further comments. The bidder’s rejection shall be accepted as a withdrawal from the bid process.
- 10.5.4. In the event that a bidder rejects the extension of the validity period and requests an adjustment to their bid price. Such adjustment has to be in line with the Consumer Price Index applicable at the time of request for extension and/or a recognised industry pricing guide. Adjustments outside of these parameters or for any other reason will not be

acceptable and the bidders original bid price shall be deemed to be applicable for the extended validity period.

10.6. CONFIDENTIALITY

- 10.6.1. All Bid Submissions received by TCTA will remain in TCTA's possession. Save as may be required by law or by any court of competent jurisdiction or similar body having appropriate jurisdiction, no information contained in or relating to any Bid Submissions will be disclosed to any other parties.
- 10.6.2. The Bidder hereby consents to the use and distribution of their personal information in terms of the above.

10.7. CONFLICT OF INTEREST

- 10.7.1. Bidders are required to provide professional, objective and impartial advice/services and at all times and to hold the client's interest's paramount, without any consideration for future work and strictly avoid conflicts with other assignments or their own corporate interests.
- 10.7.2. Bidders may not be appointed for any bid that would be in conflict with their prior or current obligations to other clients, or that may place them in a position of not being able to carry out the scope of work in the best interest of TCTA. The bidders appointment will be in the sole discretion of TCTA having considered the bidders connection to their earlier obligations to TCTA and shall be considered by Procurement on a case by case basis.
- 10.7.3. Without limitation on the generality of this rule, bidders should not be participating in the bid process and/or be appointed where the bidder:
 - 10.7.3.1. has been engaged by the accounting officer/authority to provide goods or works for a project and any of its affiliates, should be disqualified from providing consulting services for the same project.
 - 10.7.3.2. Has been appointed to provide consulting services for the preparation or implementation of a project and any of its affiliates, should be disqualified from subsequently providing goods or works or services related to the initial assignment (other than a continuation of the firm's earlier consulting services as described below) for the same project, unless the various firms (consultants, contractors, or suppliers) are performing the contractor's obligations under a turnkey or design-and-build contract;
 - 10.7.3.3. Bidders or any of their affiliates should not be hired for any assignment which, by its nature, may be in conflict with another assignment of that entity. As an example, bidders may be appointed to prepare an engineering design for an infrastructure project should not be engaged to prepare an independent environmental assessment for the same project, and

bidders assisting a client in the privatization of public assets should not purchase, nor advise purchasers of such assets.

10.7.4. The limitation of participation shall not apply to bidders who are organs of state.

10.8. RIGHT NOT TO AWARD

10.8.1. TCTA reserves the right, at its sole discretion, not to award to any of the Bidders or to cancel a Bid in line with regulation 13 of the Preferential Procurement Regulations, 2017:

10.8.2. Due to changed circumstances; there is no longer a need for the goods or the services specified in the invitation;

10.8.3. Funds are no longer available to cover the total envisaged expenditure;

10.8.4. No acceptable Bid is received; or

10.8.5. There is material irregularities in the Bid process

10.9. TERMS AND CONDITIONS OF CONTRACT

10.9.1. Once the successful bidder is issued with a Letter of Award, a pre-liminary contract will be deemed to have been concluded between TCTA and the successful Bidder, which contract will include the following documents:

10.9.1.1. The contents of this Request for Bid, including all annexures hereto and any additional requirements as may have been stipulated by TCTA;

10.9.1.2. The relevant Bid Submissions;

10.9.1.3. The letter of acceptance to the successful Bidder/s; and

10.9.1.4. Any correspondence between TCTA and the relevant Bidder/s including all additional documents submitted by the relevant Bidder/s and accepted by TCTA for clarification purposes; and

10.9.1.5. The terms and conditions of any agreement/s proposed to be entered into by TCTA with the successful Bidder/s.

10.9.2. The Bidder will be deemed to have accepted the terms and conditions of an agreement and/or terms of reference attached to and issued with this Request for Bid. The terms and conditions of the attached agreement are non-negotiable

10.9.3. In the event that TCTA and the relevant Bidder are unable to reach consensus on the terms and/or conditions of the final written agreement, then TCTA reserves the right to cancel the award of the Bid, without liability of any nature, and to conclude an agreement with any other Bidder as may be necessary to meet TCTA's requirements.

10.9.4. Variations

No variations to the contract price will be accepted within 6 months from the date of award, unless otherwise stipulated in the Letter of Award.

10.9.5. Performance Management

10.9.5.1. This contract shall be subject to performance management in line with TCTA's Contract Management Policy and Procedure as amended from time to time. Failure to provide satisfactory goods or services may result in the bidder's blacklisting within TCTA or other organs of state.

10.9.5.2. If the final signed contract between the parties does not stipulate the number of times performance management meetings shall be held, they must be held as outlined below.

More than 3 years	once every month;
1 year to 3 years	once every 3 (three) months
6 months to 1 year	at least twice in the contract's duration
Less than 6 months	at least once in the contract's duration

10.9.6. Communication

The successful bidder must forward all communication in respect to this contract to the Contract Manager stipulated in the Letter to Award.

10.10. CESSION OF RIGHTS

10.10.1. The successful bidder may cede their rights to a third-party provided that:

10.10.1.1. The cession does not take place less than 6 (six) months from the date of award;

10.10.1.2. The third-party is registered on the CSD;

10.10.1.3. The third-party has a BBBEE status level of contributor equal to or higher than that of the successful bidder;

10.10.1.4. The parties prepare a draft a cession agreement that meets all the legal requirements on a template of their own choosing and at their own legal costs; and

10.10.1.5. The cession agreement is submitted for vetting by TCTA prior to signature.

10.10.2. TCTA may reject the cession should it not meet the requirements set out above and provide reasons to the supplier.

10.11. NOTIFICATION OF UNSUCCESSFUL BIDDERS

In the event that no correspondence or communication is received from TCTA within the validity period, the relevant Bid Submissions submitted will be deemed to be unsuccessful.

10.12. 10.13 PROHIBITION OF BRIBERY, FRAUDULENT AND CORRUPT PRACTICES

- 10.12.1. No Bidders shall directly or indirectly commit, or attempt to commit, for the benefit of the Bidder or any other person, any of the following:
- 10.12.2. Influencing, or attempting to influence, any TCTA's employees or agents in respect of the award of a Bid or the outcome of the Bid process in relation to any contract for the provision of goods or services; and/or
- 10.12.3. Offering, or giving gratification to, and/or inducing, or attempting to induce, as defined in the Prevention and Combating of Corrupt Activities Act No. 12 of 2004, as amended from time to time, any of TCTA's employees or agents, in favour of or for the benefit of the Bidder and/or any other party; and/or
- 10.12.4. Bribing, or attempting to bribe, any TCTA's employees or agents in order to influence the outcome of a Bid process in favour of or for the benefit of the Bidder and/or any other party.
- 10.12.5. TCTA shall be entitled to disqualify any Bidder/s if it has reason to believe that any conduct relating to that set out in Condition 16.1 above has occurred.

10.13. FRONTING

- 10.13.1. The TCTA supports the spirit of Broad Based Economic Empowerment and recognizes that real empowerment can only be achieved through individuals and businesses conducting themselves in accordance with the Constitution and in an honest, fair, equitable, transparent and legally compliant manner. Against this background TCTA condemns any form of fronting.
- 10.13.2. TCTA, in ensuring that Bidders conduct themselves in an honest manner will, as part of the bid evaluation process, conduct or initiate the necessary probity investigation to determine the accuracy of the representation made in the bid document. Should any of the fronting indicators as contained in the Guidelines on Complex Structures and Transactions and Fronting, issued by the Department of Trade and Industry be established during such enquiry / investigation, the onus will be on the Bidder to prove that fronting does not exist.
- 10.13.3. Failure to do so within a period of 14 days from the date of notification may invalidate the Bid/contract and may also result in the restriction of the Bidder, by National Treasury, to conduct business with the public sector for a period not exceeding ten years, in addition to any other remedies the National Treasury may have against the bidder concerned.

10.14. JOINT VENTURE OR CONSORTIUM

10.14.1. TCTA encourages the formation of a joint venture or consortium as a condition for the award of a contract, in order to promote the participation of Black Owned Enterprises. In this case, the TCTA has both a moral obligation and a vested interest in ensuring that both the Black Owned Enterprises and its established joint venture or consortium partner are treated reasonably and equitably in terms of a sound, written agreement.

10.14.2. The members of a joint venture or consortium formed in response to transformation policies should share in at least the following aspects of the joint venture or consortium's activities in a meaningful and equitable manner:

10.14.2.1. Control

10.14.2.2. Management

10.14.2.3. Operations

10.14.3. The joint venture or consortium agreement:

10.14.3.1. Must clearly and comprehensively set out the contributions to be made by each member towards the activities of the joint venture or consortium in securing and executing the contract and should allocate monetary values to such contributions.

10.14.3.2. Must record the percentage participation by each member.

10.14.3.3. Must provide for meaningful input by all members to the policy making and management activities of the joint venture or consortium;

10.14.3.4. Must provide for the establishment of a management body for the joint venture or consortium;

10.14.3.5. Must provide measures to limit, as far as possible, losses to the joint venture or consortium by the default of a member;

10.14.3.6. Must promote consensus between the members whilst ensuring that the activities of the joint venture or consortium will not be unduly hindered by failure to achieve it;

10.14.3.7. Must provide for rapid, affordable and easy interim dispute resolution and for effective final dispute resolution, if required; and

10.14.3.8. Must be sufficiently flexible to allow for joint venture or consortiums which differ in nature, objectives, inputs by members, management systems, etc;

10.14.4. Right to review the joint venture or consortium agreement

TCTA reserves the right to review the joint venture or consortium agreement between the parties to ensure that the minimum conditions set out in 18.2 above are adhered to and that the Black Owned Enterprise partner is not disadvantaged by conditions of the resultant agreement.

10.14.5. Amendment of the joint venture or consortium agreement

The composition or the constitution of the joint venture or consortium shall not be altered without the prior consent of the Employer.

10.15. PAYMENT PROCESS

10.15.1. Monthly invoicing and payment of fees and disbursements will take place based on the actual services rendered, and payment of invoices shall be affected within 30 days from date of receipt.

10.15.2. Invoices must be submitted with supporting documents, where requested. No invoice shall be accepted for goods/services that are not received unless otherwise stipulated in the contract between the parties.

10.15.3. No payment shall be made unless the following information has been presented to TCTA to its satisfaction:

10.15.3.1. VAT registration certificate, if the successful Bidder is a VAT vendor;

10.15.3.2. Without deduction of PAYE and/or SITE, if the successful Bidder is not registered for VAT;
or

10.15.3.3. Statement setting out details of services rendered, accompanying invoice.

10.15.3.4. Statement of account detailing cumulative costs claimed from contract inception against the contract amount.

10.15.4. All invoices shall contain a Purchase Order number, TCTA and successful Bidder's VAT number, if registered for VAT, successful Bidder's name, date of invoice, amount due, services rendered, due date, and any other relevant details. TCTA's VAT number is 4360104923.

10.15.5. Payment will only be made against original invoices which complies with the requirements of the VAT Act. Failure to remit fully compliant invoice will result in late payment, without forfeiture of any settlement discounts that may be due to TCTA.

APPENDICES

APPENDIX 1A: PIM FRONT PAGE



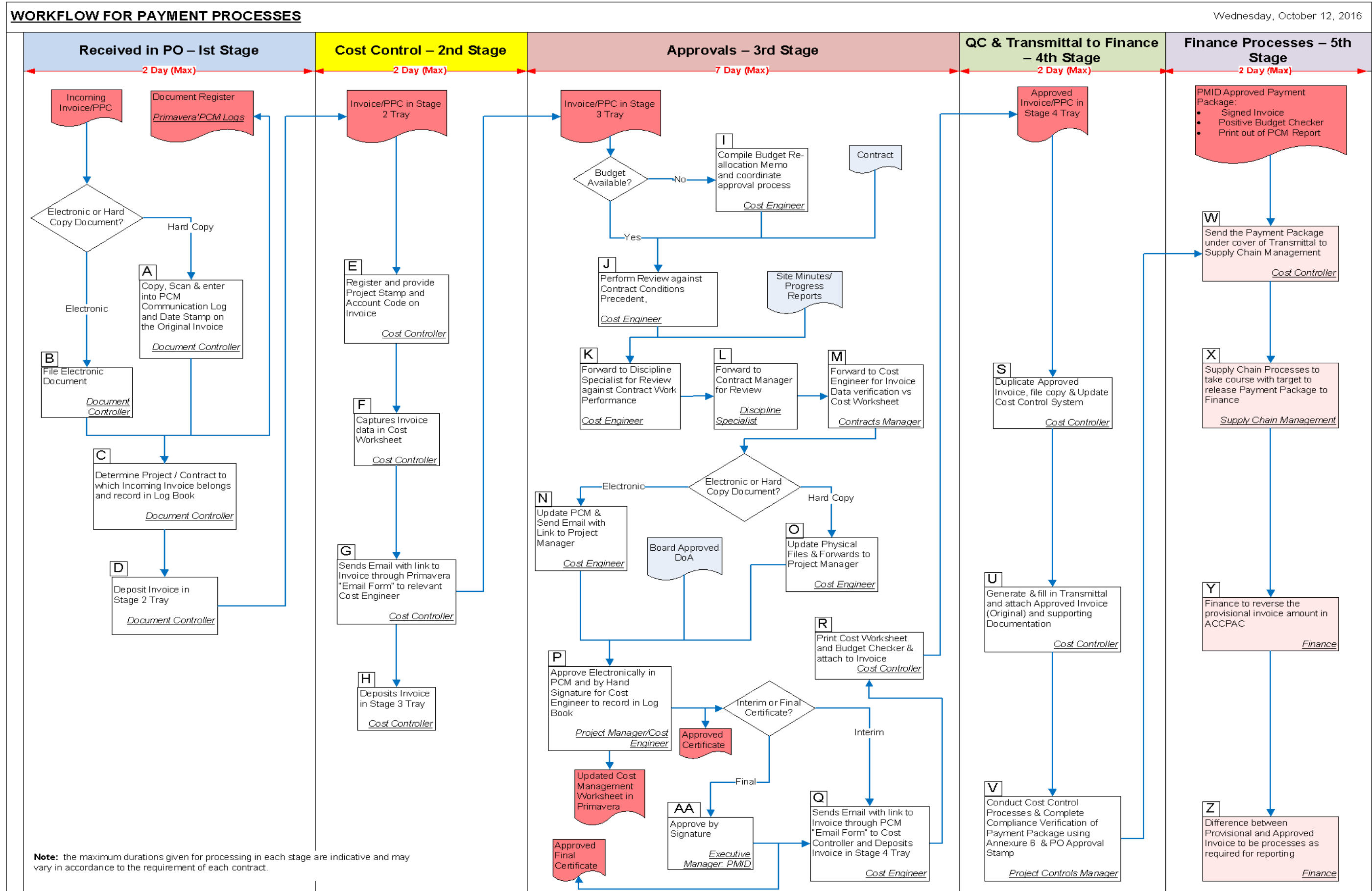
PROJECT IMPLEMENTATION METHODOLOGY

Revision 0.0 09 May 2008	Planning			Handover for Implementation	Implementation		Handover for Operation	
Glossary of Terms	Need Assessment & Reconnaissance Investigation	Pre-feasibility Investigation	Feasibility Investigation	Project Preparation	Tender Design & Documentation	Detail Design & Construction	Commissioning	Assessment & Close-out
Business	Needs Definition Report	Pre-Feasibility Report	Feasibility Report	Funding Strategy Framework	Loan Agreements	Financing Reviews	Financing Reviews	Business Close-out Report
Public Relations			External Stakeholder List	Public Relations (PR) Plan	Execution as per PR Plan	Execution as per PR Plan	Execution as per PR Plan	Public Relations Close-out Report
Engineering	Reconnaissance Report	Viable Option Packages	Preliminary Design Package	Engineering Plan	Tender Design Package	Ready for Commissioning (RFC)	Ready for Operation (RFO)	Engineering Close-out Report
Environment	Environmental Issues & Fatal Flaws	DEAT Registration	Record of Decision (ROD)	Environmental Plan	Final EMP	Execution as per Environmental Plan	Execution as per Environmental Plan	Environmental Close-out Report
Health & Safety				Health & Safety Impact Assessment	Health & Safety Specifications	Health & Safety File	Health & Safety Archive	Health & Safety Close-out Report
Project Management			DWS Project Charter	Project Implementation Plan (PIP)	Execute as per PIP	Execute as PIP	Execute as PIP	Project Close-out Report

Gate Readiness	Report sign-off by DWS delegated authority	1	Report sign-off by DWS delegated authority	2	Report sign-off by DWS delegated authority	3	TCTA Project Approval	D	4	Construction Tenders Ready for Market	5	RFC	6	RFO	7	Close-out Report	8
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Responsibility	DWS NWRP	DWS Option Analysis			Implementer			Implementer/Operator		
Current Involvement	DWS				TCTA			DWS		
Involvement	DWS Regulating Authority									

APPENDIX 1B: PAYMENT PROCESSES



APPENDIX 1C: PROJECT ACTUALS AND ANNUAL FORECASTS

Detailed Budget Figures for BWP		Ref to Current BP	ACTUALS FOR THE 6 MONTHS							Total Actual	Total Budget	Variance	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Total Actual/Forecast	Total Budget	Still Available	% (Over)/Under Utilization	Total Original Budget	
Account Number	Account Description		Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11																
Engineering																								
CORPORATE																								
PROJECTS																								
Construction																								
Main Works																								
BDEBAP00020BWPR	Advance Payment C20	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BDEBAP00021BWPR	Advance Payment C21A	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BDEBAP00121BWPR	Advance Payment C21B	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BDEBAP00221BWPR	Advance Payment C21C	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAACON1000BWPR	Main Works	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAACON1020BWPR	C20 - Construction of Dam	-	-	-	-	-	-	-	-	-							2 000 000			105.59%	(35 783 796.00)			
BFAACON1021BWPR	C21A - Construction of Supplement Scheme	-	-	-	-	-	-	-	-	(35 783 796)	35 783 796							(35 783 796)	37 783 796		0.00%	0.00		
BFAACON1121BWPR	C21B - Construction of Supplement Scheme	-	-	-	-	-	-	-	-	-											0.00%	0.00		
BFAACON1221BWPR	C21C - Cycad Pipelines - Construction of Supplement Scheme	-	-	-	-	-	-	-	-	(5 037 134)	5 037 134						4 000 000	4 000 000	4 000 000		0.00%	0.00		
BFAACON2044BWPR	C44 - Construction of La Motte facilities	-	-	-	-	-	-	-	-	-							500 000	500 000	(5 037 134)	5 537 134		109.93%	(5 037 134.00)	
BFAAENG1000BWPR	Main Works - Dam	-	-	-	-	-	-	-	-	-											0.00%	0.00		
BFAAENG1010BWPR	C10 - BRC	-	-	45 724	68 523	234 008	403 553	751 808	950 000	(198 192)	500 000	250 000	150 000	100 000	250 000	150 000	2 151 808	(1 568 567)	3 720 375	237.18%	(1 568 567.00)			
BFAAENG1026BWPR	C26 - DWAF - BRC	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
		-	-	45 724	68 523	234 008	403 553	751 808	(39 870 930)	40 622 738	500 000	250 000	150 000	2 100 000	250 000	4 650 000	8 651 808	(42 389 497)	51 041 305	120.41%	(42 389 497.00)			
Infrastructure																								
BDEBAP00022BWPR	Advance Payment C22	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BDEBAP00027BWPR	Advance Payment C27	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BDEBAP00035BWPR	Advance Payment C35	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAACON2000BWPR	Infrastructure	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAACON2019BWPR	C19 - Eskom	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAACON2022BWPR	C22 - Construction of Village	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAACON2027BWPR	C27 - Construction of Dam Access Road - DWAF	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAACON2030BWPR	C30 - Management Houses	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAACON2035BWPR	C35 - Construction of La Motte Village Services	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAACON2042BWPR	C42 - Construction of Gauging Weirs	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAACON2047BWPR	C47 - Wemmershoek Sewerage Pipe Line	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAACON2135BWPR	C35 - Electricity Consumption of La Motte Village	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAACON3001BWPR	C1 - Fairbrother Geotech Eng	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAACON3023BWPR	C23 - DWAF	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAACON4028BWPR	C28 - Fencing of Road - R45	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAACON5024BWPR	C24 - on Site Security	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
		-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
Sundry Expenses																								
BFAACON4000BWPR	Pci Insurance	10 965	10 965	10 965	10 965	10 965	10 965	65 789	-	65 789							65 789	-	65 789	0.00%	0.00			
BFAACON4001BWPR	Pl Insurance	10 965	10 965	10 965	10 965	10 965	10 965	65 789	-	65 789	-	-	-	-	-	-	65 789	-	65 789	0.00%	0.00			
		10 965	10 965	10 965	10 965	10 965	10 965	65 789	-	65 789	-	-	-	-	-	-	65 789	-	65 789	0.00%	0.00			
		10 965	10 965	56 689	79 488	244 973	414 518	817 597	(39 870 930)	40 688 527	500 000	250 000	150 000	2 100 000	250 000	4 650 000	8 717 597	(42 389 497)	51 107 094	120.41%	(42 389 497.00)			
Engineering																								
Main Works																								
		-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
Geotechnical																								
BFAAENG4004BWPR	C4 - R Day of E&Egs Ce	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENG4005BWPR	C5 - Council for Geosciences	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENG4006BWPR	C6 - Council for Geosciences	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
		-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
Panel of Experts																								
BFAAENG5000BWPR	Panel of Experts	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENG5013BWPR	C13 - Engineering Panel	-	-	-	-	-	-	-	-	-						150 000	150 000	-	150 000	0.00%	0.00			
		-	-	-	-	-	-	-	-	-						150 000	150 000	-	150 000	0.00%	0.00			
Technical Assistance																								
BFAAENG5002BWPR	C2 - Review Panel	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENG6000BWPR	Technical Assistance	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENG6003BWPR	C3 - Ninhnam Shand	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENG6009BWPR	C9 - Binnington Copeland Assoc	89 899	-	227 082	214 210	296 627	148 186	976 004	200 000	776 004						150 000	100 000	100 000	250 000	1 576 004	200 000	1 376 004	(688 000%)	200 000.00
BFAAENG6012BWPR	C12 - Thornballethu Financial Solutions	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENG6014BWPR	C14 - P Ramsden	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENG6029BWPR	C29 - Pual Roberts	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENG6032BWPR	C32 - Insurance Brokers	-	-	42 000	-	-	42 000	84 000	42 000	42 000	30 000					30 000	30 000	174 000	42 000	132 000	(314.29%)	42 000.00		
BFAAENG6033BWPR	C33 - Insurance Advisor - PC Walters	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENG6046BWPR	C46 - Amacebo Consulting	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENG6047BWPR	C47 - Empowerisk	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENG6048BWPR	C48 - Project Implementation Methodology	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENG6049BWPR	C49 - Project Knowledge Management	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENG6051BWPR	C51 - Amacebo Consulting (New contract)	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENG7000BWPR	Other Consultants	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
		89 899	-	269 082	214 210	296 627	190 186	1 060 004	242 000	818 004	30 000	-	180 000	100 000	100 000	280 000	1 750 004	242 000	1 508 004	(623.14%)	242 000.00			
		-	-	-	-	-	-	-	-	-	30 000	-	180 000	100 000	100 000	430 000	1 900 004	242 000	1 658 004	(685.13%)	242 000.00			
Environmental																								
Technical Support																								
BFAAENV1000BWPR	Technical Support	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENV1007BWPR	C7 - P Kantor	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENV1009BWPR	C9 - Ashira Consulting	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENV1015BWPR	C15 - Ninhnam Shan (B Smit)	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENV1018BWPR	C18 - Expropriation Valuers	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENV1037BWPR	C37 - Sociologist (Lisa VID Merwe)	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENV1041BWPR	C41 - Environmental Advisor To The Panel	86 907	-	-	-	-	-	86 907	-	86 907							86 907	-	86 907	0.00%	0.00			
		86 907	-	-	-	-	-	86 907	-	86 907	-	-	-	-	-	-	86 907	-	86 907	0.00%	0.00			
Expropriation (Purchase)																								
BFAAENV2000BWPR	Expropriation - Safcol	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENV2001BWPR	Expropriation - Dewdale	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENV2002BWPR	Expropriation - Duleda	-	-	-	-	-	-	-	-	-							-	-	-	0.00%	0.00			
BFAAENV2003BWPR	Expropriation - Drakenstein	-	-	-	-																			

APPENDIX 1D: PROJECT ANNUAL BUDGET

BUDGET FIGURES FOR BWP															6.50%							
Account Number	Account Description	Apr.12	May.12	Jun.12	Jul.12	Aug.12	Sep.12	Oct.12	Nov.12	Dec.12	Jan.13	Feb.13	Mar.13	Total	Budget	Inc(Dec) in Forecast	% Inc(Dec) on Forecast	2013/2014	2014/2015	2015/2016	2016/2017	Rate
Engineering																						
PROJECTS																						
Construction																						
Main Works																						
BDEBAPG0020BWPR	Advance Payment C20	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BDEBAPG0021BWPR	Advance Payment C21A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BDEBAPG0121BWPR	Advance Payment C21B	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BDEBAPG0221BWPR	Advance Payment C21C	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAACON1000BWPR	Main Works	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAACON1020BWPR	C20 - Construction of Dam	1 000 000	-	-	-	-	-	-	-	-	-	-	#####	(34 783 796)	(35 783 796.00)	(1 000 000.00)	2.79%					6.50%
BFAACON1021BWPR	C21A - Construction of Supplement Scheme	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAACON1121BWPR	C21B - Construction of Supplement Scheme	1 000 000	-	-	-	-	-	-	-	-	-	-	-	1 000 000	-	(1 000 000.00)	0.00%					6.50%
BFAACON1221BWPR	C21C - Cycad Pipelines - Construction of Supplement Scheme	1 000 000	-	-	-	-	-	-	-	-	-	-	(5 037 134)	(4 037 134)	(5 037 134.00)	(1 000 000.00)	19.85%					6.50%
BFAACON2044BWPR	C44 - Construction of La Motte facilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAAENG1000BWPR	Main Works - Dam	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAAENG1010BWPR	C10 - BRC	200 000	200 000	100 000	-	-	300 000	-	-	300 000	-	-	300 000	1 400 000	(1 568 567.00)	(2 968 567.00)	189.25%					6.50%
BFAAENG1026BWPR	C26 - DWAF - BRC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
		3 200 000	200 000	100 000	-	-	300 000	-	-	300 000	-	-	#####	(36 420 930)	(42 389 497.00)	(5 968 567.00)	14.08%	-	-	-	-	
Infrastructure																						
BDEBAPG0022BWPR	Advance Payment C22	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BDEBAPG0027BWPR	Advance Payment C27	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BDEBAPG0035BWPR	Advance Payment C35	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAACON2000BWPR	Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAACON2019BWPR	C19 - Eskom	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAACON2022BWPR	C22 - Construction of Village	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAACON2027BWPR	C27 - Construction of Dam Access Road - DWAF	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAACON2030BWPR	C30 - Management Houses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAACON2035BWPR	C35 - Construction of La Motte Village Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAACON2042BWPR	C42 - Construction of Gauging Weirs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAACON2047BWPR	C47 - Wemmershoek Sewerage Pipe Line	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAACON2135BWPR	C35 - Electricity Consumption of La Motte Village	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAACON3001BWPR	C1 - Fairbrother Geotech Eng	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAACON3023BWPR	C23 - DWAF	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAACON4028BWPR	C28 - Fencing of Road - R45	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAACON5024BWPR	C24 - on Site Security	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%	-	-	-	-	
Sundry Expenses																						
BFAACON4000BWPR	Pci Insurance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAACON4001BWPR	Pi Insurance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%	-	-	-	-	
TOTAL Construction		3 200 000	200 000	100 000	-	-	300 000	-	-	300 000	-	-	#####	(36 420 930)	(42 389 497.00)	(5 968 567.00)	14.08%	-	-	-	-	
Engineering																						
Main Works																						
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%	-	-	-	-	
Geotechnical																						
BFAAENG4004BWPR	C4 - R Day of E&Eggs Cc	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAAENG4005BWPR	C5 - Council for Geosciences	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAAENG4006BWPR	C6 - Council for Geosciences	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%	-	-	-	-	
Panel of Experts																						
BFAAENG5000BWPR	Panel of Experts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAAENG5013BWPR	C13 - Engineering Panel	500 000	-	-	-	-	-	-	-	-	-	-	-	-	500 000	(500 000.00)	0.00%					6.50%
		500 000	-	-	-	-	-	-	-	-	-	-	-	-	500 000	(500 000.00)	0.00%	-	-	-	-	
Technical Assistance																						
BFAAENG6002BWPR	C2 - Review Panel	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAAENG6000BWPR	Technical Assistance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAAENG6003BWPR	C3 - Nihnam Shand	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAAENG6009BWPR	C9 - Binnington Copeland Assoc	500 000	100 000	100 000	100 000	-	-	-	-	-	-	-	-	800 000	200 000.00	(600 000.00)	(300.00%)					6.50%
BFAAENG6012BWPR	C12 - Thembaletlu Financial Solutions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAAENG6014BWPR	C14 - P Ramsden	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAAENG6029BWPR	C29 - Pual Roberts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAAENG6032BWPR	C32 - Insurance Brokers	-	-	30 000	-	-	30 000	-	-	30 000	-	-	30 000	120 000	42 000.00	(78 000.00)	(185.71%)					6.50%
BFAAENG6033BWPR	C33 - Insurance Advisor - PC Walters	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%					6.50%
BFAAENG6046BWPR	C46 - Amacebo Consulting	-	-	-																		

APPENDIX 1E: PROJECT

BWP (Implementation phase)
Long Term Cost Plan (LTCP) - November 2011
Breakdown of Project Costs per Domain

Domain	Actual									Cumulative Actual to March'11							Total Cost to Completion	Comparison		
	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17		LTCP Nov 10	Current Variance	
																			Rand	%
Construction	3 001 877	378 822	204 219 596	273 211 995	416 495 425	219 432 224	110 458 429	18 495 926	9 623 655	1 255 317 951	6 565 789	-37 820 930	0	0	0	0	1 224 062 811	1 213 152 238	10 910 573	0.9%
Dam	0	0	170 251 681	167 290 361	184 104 937	99 299 639	66 199 845	2 729 810	-11 768 446	678 107 828	2 000 000	-34 783 796	0	0	0	0	645 324 032	642 324 032	3 000 000	0.5%
Supplement Total	0	0	0	74 180 478	227 766 792	114 514 913	72 769 870	14 602 305	19 809 043	523 643 402	4 500 000	-3 037 134	0	0	0	0	525 106 268	518 844 544	6 261 725	1.2%
C21-A	0	0	0	52 238 309	105 292 372	80 834 119	68 273 695	0	0	306 638 494	0	0	0	0	0	0	306 638 494	306 638 494	0	0.0%
C21-B	0	0	0	13 757 732	38 609 549	9 115 531	0	0	7 511 609	68 994 421	4 000 000	1 000 000	0	0	0	0	73 994 421	69 232 697	4 761 724	6.9%
C21-C	0	0	0	8 184 438	83 864 871	24 565 264	4 496 176	14 602 305	12 297 434	148 010 487	500 000	-4 037 134	0	0	0	0	144 473 353	142 973 353	1 500 000	1.0%
Infrastructure	3 001 877	378 822	33 967 915	31 741 157	4 623 696	5 617 672	-28 511 286	1 163 810	1 583 059	53 566 721	65 789	0	0	0	0	0	53 632 510	51 983 662	1 648 848	3.2%
Engineering	6 561 224	23 856 678	24 110 341	34 202 970	38 082 162	29 833 210	10 482 916	4 532 472	3 608 333	175 270 306	4 051 812	2 820 000	0	0	0	0	182 142 117	175 926 097	6 216 020	3.5%
BRC	4 132 292	20 203 387	20 629 946	31 375 477	35 787 516	27 713 358	9 851 344	4 269 303	2 621 455	156 584 079	2 151 808	1 400 000	0	0	0	0	160 135 887	153 962 624	6 173 263	4.0%
DWAF	0	1 379 705	1 043 588	1 085 669	0	0	0	0	0	3 508 961	0	0	0	0	0	0	3 508 961	3 508 961	0	0.0%
Others	2 428 932	2 273 585	2 436 807	1 741 824	2 294 646	2 119 853	631 572	263 169	986 879	15 177 266	1 900 004	1 420 000	0	0	0	0	18 497 269	18 454 512	42 757	0.2%
Environmental	2 010 415	9 678 042	21 083 143	13 685 124	7 251 539	6 136 326	11 453 085	4 155 044	946 169	76 398 886	206 907	5 890 000	0	0	0	0	82 495 793	77 672 620	4 823 173	6.2%
EMP	1 847 687	1 653 513	3 214 562	4 359 836	2 365 931	1 194 612	386 851	171 782	10 910	15 205 684	120 000	5 890 000	0	0	0	0	21 215 684	16 205 684	5 010 000	30.9%
Compensation	0	7 396 903	14 213 672	8 783 276	526 112	1 900	471 356	6 283 796	7 093	37 684 108	0	0	0	0	0	0	37 684 108	37 687 000	-2 892	0.0%
Social Programme	0	0	3 379 539	449 826	3 924 517	4 147 870	9 881 858	-2 500 317	278 167	19 561 459	0	0	0	0	0	0	19 561 459	19 561 459	0	0.0%
Specialist Support	162 727	627 626	275 371	92 185	434 979	791 945	713 020	199 783	649 999	3 947 635	86 907	0	0	0	0	0	4 034 542	4 218 477	-183 935	-4.4%
Administration	3 429 370	8 315 589	16 510 247	17 336 204	25 099 911	23 749 630	50 984 236	4 095 503	1 791 334	151 312 023	796 161	688 329	0	0	0	0	152 796 512	131 451 830	21 344 682	16.2%
Staff Cost	1 210 236	3 219 740	6 922 652	8 246 980	13 496 563	11 224 499	6 555 735	788 541	569 824	52 234 772	314 608	308 948	0	0	0	0	52 858 327	57 515 534	-4 657 207	-8.1%
Govenance	76 547	131 352	1 117 140	1 080 587	1 045 560	2 028 874	1 043 522	110 374	28 558	6 662 515	23 970	18 392	0	0	0	0	6 704 877	4 468 853	2 236 024	50.0%
Public Relations	118 317	947 479	1 424 433	1 399 881	2 385 430	2 534 521	31 945 400	55 935	44 489	40 855 883	29 594	16 613	0	0	0	0	40 902 091	11 595 175	29 306 916	252.8%
Facilities	1 039 715	2 247 809	3 803 423	4 518 601	5 060 209	4 865 982	2 449 417	208 441	114 037	24 307 634	382 873	299 291	0	0	0	0	24 989 798	18 028 752	6 961 046	38.6%
Financial Services	984 554	1 769 209	3 242 598	2 090 155	3 112 149	3 095 754	8 990 162	2 932 211	1 034 426	27 251 218	45 115	45 086	0	0	0	0	27 341 419	39 843 516	-12 502 097	-31.4%
Total	15 002 885	42 229 131	265 923 327	338 436 293	486 929 037	279 151 391	183 378 666	31 278 945	15 969 492	1 658 299 166	11 620 668	-28 422 601	0	0	0	0	1 641 497 233	1 598 202 786	43 294 447	2.7%
Current Project Surplus / Savings / Contingencies																	-5.4%	-2.9%		
																	-88 843 875	-45 549 428		
Approved Project Implementation Baseline Budget																	1 552 653 358	1 552 653 358		

*** Additional Information ***

Administration %

Implementation phase	100%	100%	100%	100%	100%	100%	100%	20%	10%		10%	10%	0%	0%	0%	0%	
Post-implementation phase	0%	0%	0%	0%	0%	0%	0%	80%	90%		90%	90%	100%	100%	100%	100%	

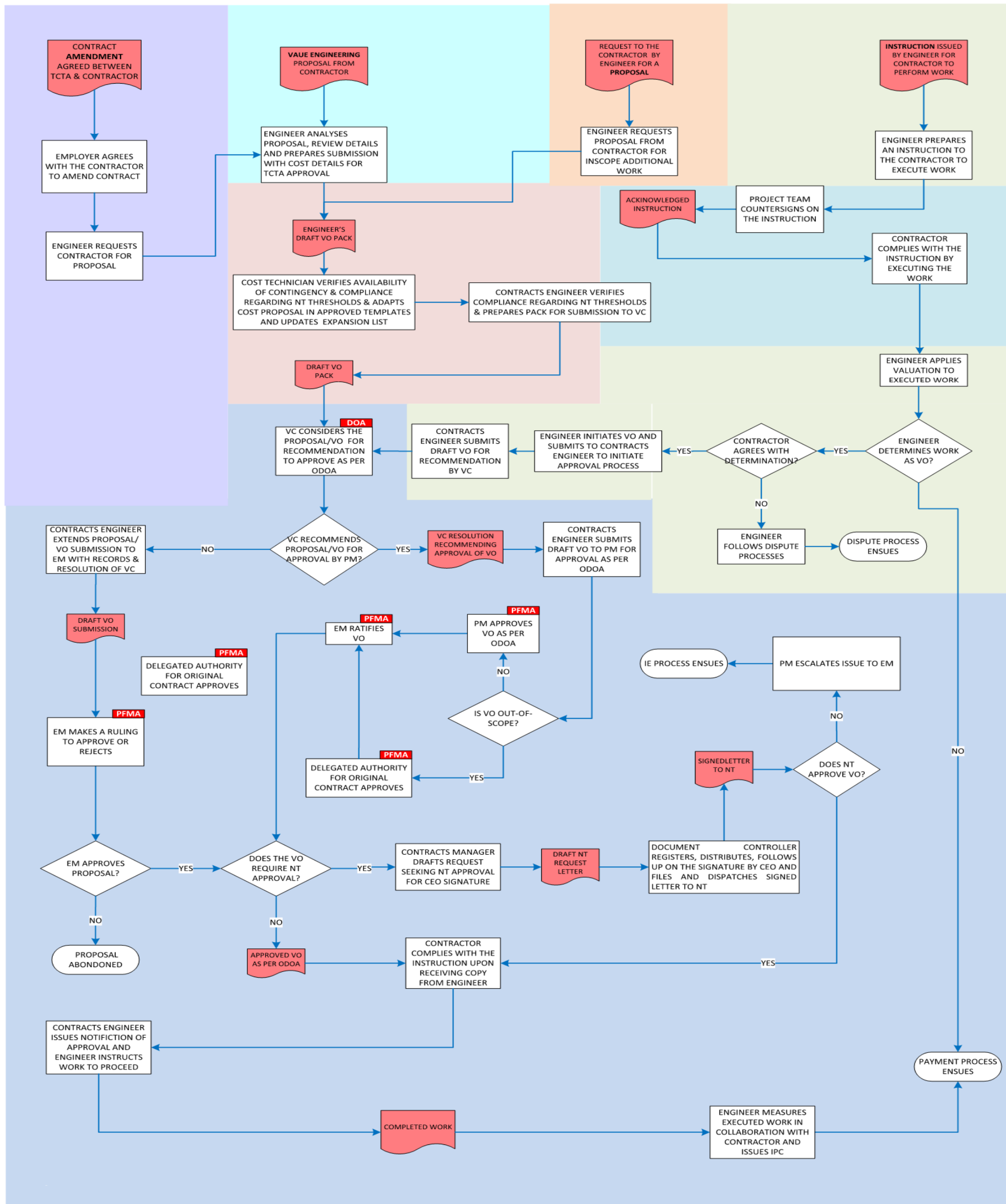
Cost: Post-implementation phase

Capital Cost	0									0							0
Administration Cost	0	0	0	0	0	0	0	16 382 010	16 122 010	32 504 020	7 165 445	6 194 963	7 087 495	7 544 282	6 145 474	6 544 930	73 186 609
Staff Cost	0	0	0	0	0	0	0	3 154 164	5 128 414	8 282 579	2 831 469	2 780 531	3 290 295	3 504 164	3 731 935	3 974 510	28 395 483
Govenance	0	0	0	0	0	0	0	441 497	257 026	698 523	215 727	165 528	195 747	208 471	222 021	236 453	1 942 470
Public Relations	0	0	0	0	0	0	0	223 740	400 398	624 138	266 349	149 517	176 928	188 429	200 677	213 721	1 819 758
Facilities	0	0	0	0	0	0	0	833 766	1 026 334	1 860 099	3 445 859	2 693 615	2 944 361	3 131 845	1 736 136	1 848 985	17 660 900
Financial Services	0	0	0	0	0	0	0	11 728 844	9 309 837	21 038 681	406 039	405 772	480 164	511 374	254 706	271 262	23 367 998
Total	0	0	0	0	0	0	0	16 382 010	16 122 010	32 504 020	7 165 445	6 194 963	7 087 495	7 544 282	6 145 474	6 544 930	73 186 609

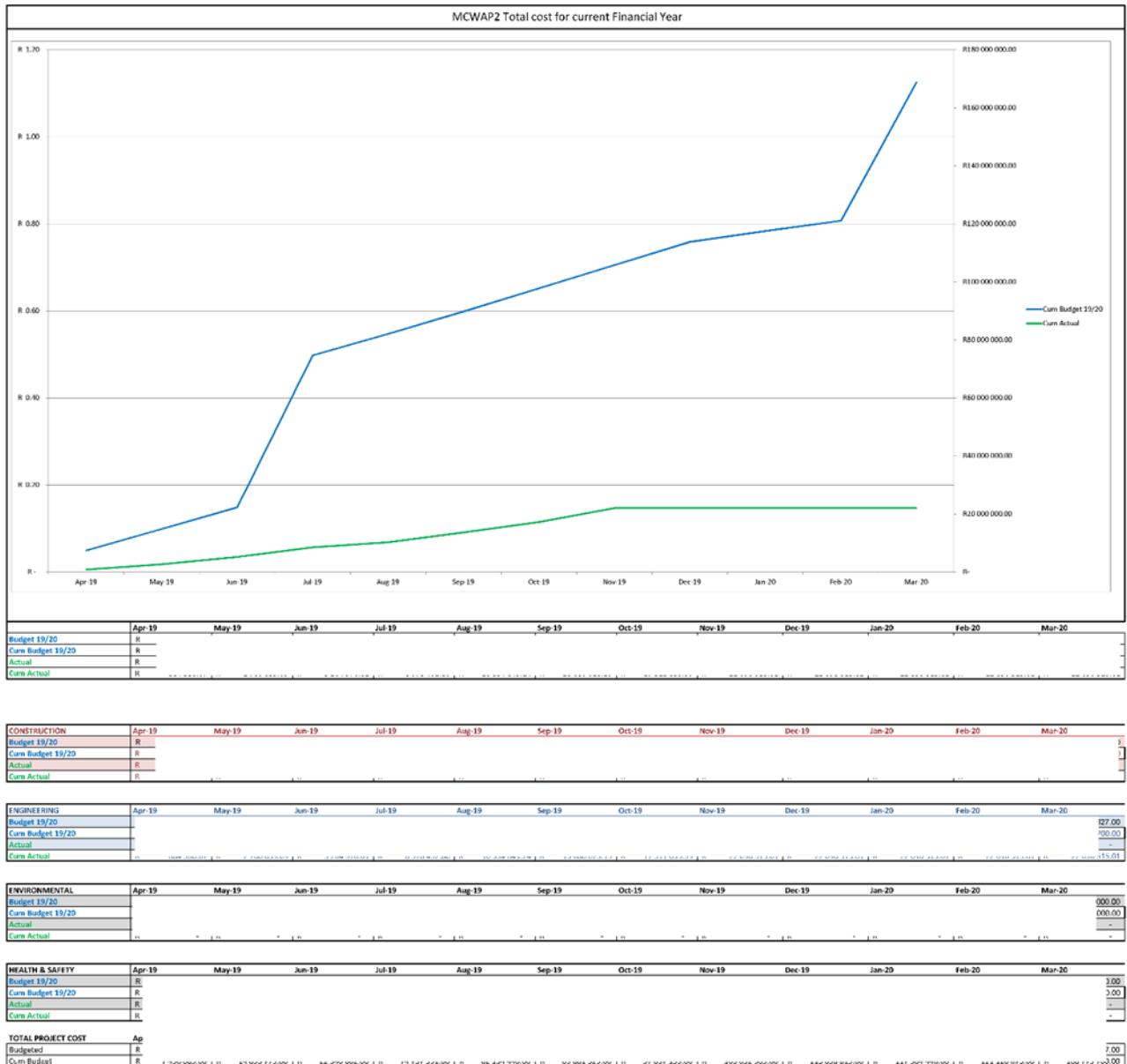
Total Cost: Implementation & Post-implementation phase

Capital Cost	11 573 516	33 913 542	249 413 081	321 100 089	461 829 126	255 401 761	132 394 430	27 183 442	14 178 157	1 506 987 143	10 824 508	-29 110 930	0	0	0	0	1 488 700 721
Administration Cost	3 429 370	8 315 589	16 510 247	17 336 204	25 099 911	23 749 630	50 984 236	20 477 513	17 913 344	183 816 043	7 961 605	6 883 292	7 087 495	7 544 282	6 145 474	6 544 930	225 983 122
Staff Cost	1 210 236	3 219 740	6 922 652	8 246 980	13 496 563	11 224 499	6 555 735	3 942 706	5 698 238	60 517 351	3 146 077	3 089 479	3 290 295	3 504 164	3 731 935	3 974 510	81 253 810
Govenance	76 547	131 352	1 117 140	1 080 587	1 045 560	2 028 874	1 043 522	551 871	285 585	7 361 038	239 697	183 920	195 747	208 471	222 021	236 453	8 647 347
Public Relations	118 317	947 479	1 424 433	1 399 881	2 385 430	2 534 521	31 945 400	279 675	444 887	41 480 021	295 944	166 130	176 928	188 429	200 677	213 721	42 721 849
Facilities	1 039 715	2 247 809	3 803 423	4 518 601	5 060 209	4 865 982	2 449 417	1 042 207	1 140 371	26 167 734	3 828 733	2 992 905	2 944 361	3 131 845	1 736 136	1 848 985	42 650 699
Financial Services	984 554	1 769 209	3 242 598	2 090 155	3 112 149	3 095 754	8 990 162	14 661 055	10 344 264	48 289 899	451 155	450 858	480 164	511 374	254 706	271 262	50 709 417
Total	15 002 885	42 229 131	265 923 327	338 436 293	486 929 037	279 151 391	183 378 666	47 660 955	32 091 502	1 690 803 186	18 786 113	-22 227 638	7 087 495	7 544 282	6 145 474	6 544 930	1 714 683 843

APPENDIX 1F: CONTRACT CHANGE MANAGEMENT PROCESS



APPENDIX 2: PROJECT S-CURVE



APPENDIX 3: COST REPORT

[illegible]

ENVIRONMENTAL FIGURES FOR MCWAP2				Nov 17		Dec 17		Jan 18		Feb 18		Mar 18		2017/2018
Account Number	Account Description	Contract Value	Revised Contract V	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
Environmental														
Natural				R	-	R	-	R	-	R	-	R	-	R
BFAAENV1426CMV2	Surveyor													R
BFAAENV1427CMV2	Damages During Geotech Investigations													R
BFAAENV1481CMV2	Environmental Management Plan(EMP)													R
BFAAENV1482CMV2	Environmental Monitoring Committee (EMC)													R
BFAAENV1483CMV2	Environmental Control Officer (ECO)													R
BFAAENV1484CMV2	Panel of Experts (PoE)											R		R
BFAAENV1485CMV2	Environmental Scientist											R		R
BFAAENV1486CMV2	Environmental Lawyer													R
BFAAENV1487CMV2	PoE- Prof L Schlemmer													R
BFAAENV1488CMV2	PoE- Dr MT Mentis													R
BFAAENV1489CMV2	EIA Technical Support													R
BFAAENV1490CMV2	Environmental Impact Assessment			R	-	R	-	R	-	R	-	R	-	R
Social														
BFAAENV1411CMV2	RAP													R
BFAAENV1412CMV2	RAP Assets													R
BFAAENV1413CMV2	Social Monitoring													R
BFAAENV1414CMV2	Social Mitigation													R
														R
Land Acquisition				R								R	-	R
BFAAENV1421CMV2	Valuator			R										R
BFAAENV1422CMV2	Legal Representation													R
BFAAENV1423CMV2	Compensation- Permanent													R
BFAAENV1424CMV2	Compensation- Temporary													R
BFAAENV1425CMV2	Title Deeds													R
BFAAENV1428CMV2	Valuator 2													R
BFAAENV1429CMV2	Valuator 2- 29													R
Health and Safety				R										
BFAAHAS1441CMV2	Health and Safety			R										
TOTAL				R										

APPENDIX 4: EARNED VALUE MANAGEMENT TOOL

TCTA SUB-STATION CIVILS

Earned Value Analysis Report

Prepared By: PROJECT OFFICE

Date: 26 Mar 19

For Period: Month 6

This demonstrates the use of EVM formulas to run a **basic** earned value analysis and monitor spending over the life of a project.

Add contracts (**CBS**) to the Planned Value Table 1 and enter the LTCP amounts that will be spent on the contract each month.

After you are done defining the contracts and the budget, enter the same set of contracts in the EV (Earned Value), Table 2 and AC (Actual Cost) Table 3 worksheets.

At the end of each month, you'll enter a percentage complete for each contract in the EV worksheet, and the amount spent on each contract during the period in the AC worksheet. This is assisted by **strong contract schedule** management in each contract.

Transfer the cumulative EV and AC to the Report worksheet and analyze the graph, comparing the EV and AC to the Planned Value.

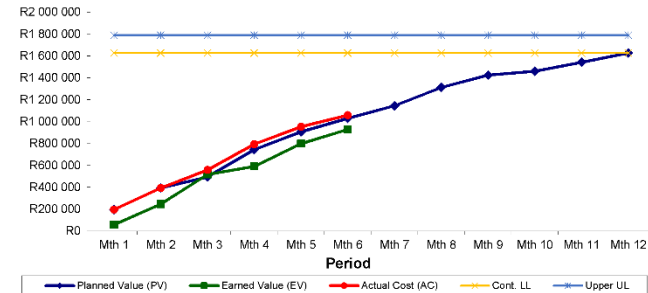


Table 1: Planned Value (PV) or Budgeted Cost of Work Scheduled (BCWS)

WBS	Task Name	TBC	Mth 1	Mth 2	Mth 3	Mth 4	Mth 5	Mth 6	Mth 7	Mth 8	Mth 9	Mth 10	Mth 11	Mth 12
BFAAENG0042MMTS	DUE DILIGENCE	394 210	197 105	197 105										
BFAAENG0045MMTS	ENGINEERING REVIEW	201 506			100 753	100 753								
BFAAENG0041MMTS	TENDER DESIGN (NEW SYSTEM)	190 308				95 154	95 154							
BFAAENG0040MMTS	TENDER DESIGN (REFURBISHMENT)	67 708				33 854	33 854							
BFAACON009MTS	SECURE AND OPERATE COMMERCIAL QUARRY	67 017						33 509	33 509					
BFAAENG0048MMTS	TENDER DESIGN PUMP STATION REFURBISHMENT	12 684					6 342	6 342						
BFAAENG0049MMTS	DETAILED DESIGN & SUPERVISION	2 363				473	473	473	473	473				
BFAACON0022MMTS	PERMANENT ESKOM POWER	8 299						2 075	2 075	2 075	2 075			
BFAACON0001MMTS	CONSTRUCT PUMP STATION REFURBISHMENT	161 275						53 758	53 758	53 758				
BFAAENG0034MMTS	PIPELINE INSPECTORATE	35 886					7 177	7 177	7 177	7 177	7 177			
BFAACON0001MMTS	CONSTRUCTION OF 2H	67 515				11 253	11 253	11 253	11 253	11 253	11 253			
BFAACON0001MMTS	CONSTRUCTION OF 3C	50 321				8 387	8 387	8 387	8 387	8 387	8 387			
BFAACON0001MMTS	CONSTRUCT PUMP STATION REFURBISHMENT	165 198								82 599	82 599			
BFAAENV0103MMTS	SOCIAL MITIGATION & DEVELOPMENT PROJECTS	5 954								1 488	1 488	1 488		
BFAAENV0107MMTS	WETLAND REHABILITATION CONSTRUCTION	96 681										32 227	32 227	32 227
BFAAENV010MMTS	WETLAND MAINTENANCE	100 233											50 117	50 117
BFAAENV010MMTS	PROJECT CONTINGENCY	162 716												

Total Budgeted Cost	R1 627 157	R197 105	R197 105	R100 753	R249 873	R162 639	R122 973	R116 631	R167 209	R112 978	R33 715	R83 832	R82 343
Cumulative Planned Value (PV)		R197 105	R394 210	R494 963	R744 836	R907 475	R1 030 448	R1 147 079	R1 314 288	R1 427 267	R1 460 982	R1 544 814	R1 627 157

Actual Cost and Earned Value

Cumulative Actual Cost (AC)	R197 105	R394 210	R560 482	R795 923	R954 630	R1 059 889							
Cumulative Earned Value (EV)	R59 132	R247 481	R518 510	R591 237	R800 847	R929 616							

Project Performance Metrics

Cost Variance (CV = EV - AC)	-R137 974	-R146 729	-R41 971	-R204 686	-R153 783	-R130 273	-	-	-	-	-	-	-
Schedule Variance (SV = EV - PV)	-R137 974	-R146 729	R23 548	-R153 599	-R106 628	-R100 832	-	-	-	-	-	-	-
Cost Performance Index (CPI = EV/AC)	0.30	0.63	0.93	0.74	0.84	0.88	-	-	-	-	-	-	-
Schedule Performance Index (SPI = EV/PV)	0.30	0.63	1.05	0.79	0.88	0.90	-	-	-	-	-	-	-
Estimated Cost at Completion (EAC)	R 5 423 858	R 2 591 879	R 1 758 869	R 2 190 479	R 1 939 612	R 1 855 181	-	-	-	-	-	-	-

Actual Cost Worksheet



Table 3: Actual Cost (AC) of Work Performed

WBS	Task Name	Mth 1	Mth 2	Mth 3	Mth 4	Mth 5	Mth 6	Mth 7	Mth 8	Mth 9	Mth 10	Mth 11	Mth 12
BFAAENG0042MMTS	DUE DILIGENCE	197 105	197 105										
BFAAENG0045MMTS	ENGINEERING REVIEW			150 000	98 251								
BFAAENG0041MMTS	TENDER DESIGN (NEW SYSTEM)				85 456	84 256							
BFAAENG0040MMTS	TENDER DESIGN (REFURBISHMENT)				33 854	45 269							
BFAACON009MTS	SECURE AND OPERATE COMMERCIAL QUARRY						21 548						
BFAAENG0049MMTS	TENDER DESIGN PUMP STATION REFURBISHMENT					4 588	7 548						
BFAAENG0049MMTS	DETAILED DESIGN & SUPERVISION				520	365	450						
BFAACON0022MMTS	PERMANENT ESKOM POWER						3 120						
BFAACON0001MMTS	CONSTRUCT PUMP STATION REFURBISHMENT						45 897						
BFAAENG0034MMTS	PIPELINE INSPECTORATE					5 698	8 541						
BFAACON0001MMTS	CONSTRUCTION OF 2H				10 258	12 010	13 258						
BFAACON0001MMTS	CONSTRUCTION OF 3C				7 102	6 521	4 897						
BFAACON0001MMTS	CONSTRUCT PUMP STATION REFURBISHMENT												
BFAAENV0103MMTS	SOCIAL MITIGATION & DEVELOPMENT PROJECTS												
BFAAENV0107MMTS	WETLAND REHABILITATION CONSTRUCTION												
BFAAENV010MMTS	WETLAND MAINTENANCE												
BFAAENV010MMTS	CHANGES + CLAIMS			16 272									
Total Actual Cost		197 105.04	197 105.04	166 271.70	235 441.10	158 707.00	105 259.00						
Cumulative Actual Cost (AC)		197 105.04	394 210.08	560 481.78	795 922.88	954 629.88	1 059 888.88	1 059 888.88	1 059 888.88	1 059 888.88	1 059 888.88	1 059 888.88	1 059 888.88

ANNEXURES

ANNEXURE A: COMPANY EXPERIENCE – PREVIOUS ORACLE IMPLEMENTATIONS

(NB: The template may be reproduced to provide space for more than 10 implementations)

Client Name	Which Oracle Systems / Modules did you Implement for Each Client?			Which Modules, if any, were Fully Integrated?	Project Start Date	Project End Date	Client Contact Person																	
	<table border="1"> <thead> <tr> <th>Module</th> <th>Implementation? Yes / No</th> <th>Support? Yes / No</th> </tr> </thead> <tbody> <tr><td>Fusion Cloud Financials</td><td></td><td></td></tr> <tr><td>Fusion Cloud SCM</td><td></td><td></td></tr> <tr><td>Fusion Cloud HRM</td><td></td><td></td></tr> <tr><td>Aconex / Primavera</td><td></td><td></td></tr> <tr><td>EBS Payroll</td><td></td><td></td></tr> </tbody> </table>	Module	Implementation? Yes / No	Support? Yes / No	Fusion Cloud Financials			Fusion Cloud SCM			Fusion Cloud HRM			Aconex / Primavera			EBS Payroll							Name: Telephone No.: e-Mail Address:
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SIGNATURE:
(of person authorised to sign on behalf of the Bidder)

NAME OF BIDDER:

ANNEXURE B: PERSONNEL EXPERIENCE

Notes:

- Although only role 1 to 6 will be evaluated for technical scoring purposes, bidders are still required to complete the template for all resources.
- Only 1 individual per role. One individual may not be used for two or more roles.

Role	Qualification / Certification	Number of Previous ERP Implementations			Number of Relevant Years of Experience	Reference Name and Contact Details																		
1. Programme Manager <insert full name of the resource>	• Name of qualification / certification	<table><tr><th>Project Description</th><th>ERP Name</th><th>Comments</th></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr></table>	Project Description	ERP Name	Comments																			Name: Telephone No.: e-Mail Address:
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6. Technical Oracle Cloud Specialist <insert full name of the resource>	Name of qualification / certification	<table border="1"> <thead> <tr> <th>Project Description</th><th>Implemented Module/s</th><th>Comments</th></tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </tbody> </table>	Project Description	Implemented Module/s	Comments																	Name: Telephone No.: e-Mail Address:
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11. Oracle Aconex / Primavera Consultant <insert full name of the resource>	Name of qualification / certification	<table border="1"> <thead> <tr> <th>Project Description</th><th>Implemented Module/s</th><th>Comments</th></tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </tbody> </table>	Project Description	Implemented Module/s	Comments																	Name: Telephone No.: e-Mail Address:
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Role	Qualification / Certification	Number of Previous ERP Implementations			Number of Relevant Years of Experience	Reference Name and Contact Details																		
12. Technical Oracle Cloud Specialist <insert full name of the resource>	Name of qualification / certification	<table><tr><th>Project Description</th><th>Implemented Module/s</th><th>Comments</th></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr></table>			Project Description	Implemented Module/s	Comments																	Name: Telephone No.: e-Mail Address:
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13. Change Management Specialist <insert full name of the resource>	Name of qualification / certification	<table><tr><th>Project Description</th><th>Implemented Module/s</th><th>Comments</th></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr></table>			Project Description	Implemented Module/s	Comments																	Name: Telephone No.: e-Mail Address:
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14. Business/Systems Analyst 1 <insert full name of the resource>	Name of qualification / certification	<table><tr><th>Project Description</th><th>Implemented Module/s</th><th>Comments</th></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr></table>			Project Description	Implemented Module/s	Comments																	Name: Telephone No.: e-Mail Address:
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Role	Qualification / Certification	Number of Previous ERP Implementations			Number of Relevant Years of Experience	Reference Name and Contact Details																		
18. Project Administrator <insert full name of the resource>	Name of qualification / certification	<table><tr><th>Project Description</th><th>Implemented Module/s</th><th>Comments</th></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr></table>			Project Description	Implemented Module/s	Comments																	Name: Telephone No.: e-Mail Address:
Project Description	Implemented Module/s	Comments																						

SIGNATURE:
(of person authorised to sign on behalf of the Bidder)

NAME OF BIDDER.....

ANNEXURE C: CONTRACT

ANNEXURE D: SBD 1 – REQUEST FOR BID (MANDATORY)**PART A: REQUEST FOR BID**

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (NAME OF DEPARTMENT/ PUBLIC ENTITY)					
BID NUMBER:		CLOSING DATE:		CLOSING TIME:	
DESCRIPTION					
BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED AT (STREET ADDRESS)					
BIDDING PROCEDURE ENQUIRES MAY BE DIRECTED TO			TECHNICAL ENQUIRIES MAY BE DIRECTED TO:		
CONTACT PERSON			CONTACT PERSON		
TELEPHONE NUMBER			TELEPHONE NUMBER		
FACSIMILE NUMBER			FACSIMILE NUMBER		
E-MAIL ADDRESS			E-MAIL ADDRESS		
SUPPLIER INFORMATION					
NAME OF BIDDER					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		
CELLPHONE NUMBER					
FACSIMILE NUMBER	CODE		NUMBER		
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER					
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE No:	MAAA
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	TICK APPLICABLE BOX] ☐ Yes ☐ No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT		[TICK APPLICABLE BOX] ☐ Yes ☐ No

**[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT (FOR EMES & QSEs)
MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE POINTS FOR B-BBEE]**

ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	☐Yes ☐No [IF YES ENCLOSE PROOF]	1. ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?	☐Yes ☐No [IF YES, ANSWER THE QUESTIONNAIRE BELOW]
--	--	---	---

QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS

PART B: TERMS AND CONDITIONS FOR BIDDING

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

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

SIGNATURE OF BIDDER:

CAPACITY UNDER WHICH THIS BID IS SIGNED:

(Proof of authority must be submitted e.g. company resolution)

DATE:

ANNEXURE E: SBD 3.1 - PRICING SCHEDULE – FIRM PRICES (MANDATORY)

FIRM PRICES (PURCHASES)

NOTE: ONLY FIRM PRICES WILL BE ACCEPTED. NON-FIRM PRICES (INCLUDING PRICES SUBJECT TO RATES OF EXCHANGE VARIATIONS) WILL NOT BE CONSIDERED

IN CASES WHERE DIFFERENT DELIVERY POINTS INFLUENCE THE PRICING, A SEPARATE PRICING SCHEDULE MUST BE SUBMITTED FOR EACH DELIVERY POINT

Name of bidder:	Bid number:
Closing Time: 11:00	Closing date:.....

OFFER TO BE VALID FOR.....DAYS FROM THE CLOSING DATE OF BID.

ITEM	QUANTITY	DESCRIPTION	BID PRICE IN RSA CURRENCY
NO.		** (ALL APPLICABLE TAXES INCLUDED)	

- Required by:
- At:
.....
- Brand and mode
- Country of origin
- Does the offer comply with the specification(s)? *YES/NO

- If not to specification, indicate deviation(s)
- Period required for delivery
 *Delivery: Firm/not firm
- Delivery basis

Note: All delivery costs must be included in the bid price, for delivery at the prescribed destination.

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

*Delete if not applicable

PRICING SCHEDULE

NOTES:

- The pricing schedule below is a guide only and bidders are free to submit comprehensive and itemised Financial Proposals in the format and layout of their Choice.
- Notwithstanding the above bullet point, all Financial Proposals are required to comply with the requirements stated in section 7.1 of this RFB document.

IMPLEMENTAION OF ORACLE FUSION CLOUD AND SUPPORT FOR A PERIOD OF 60 MONTHS
PRICE TEMPLATE - LICENSING

Software Licensing				
Description	Unit Price	Qty	Total	
Oracle EBS Payroll		5	R	-
Oracle Fusion Cloud		235	R	-
Reporting and Analytics		20	R	-
Aconex and Primavera		50	R	-
			R	-
			R	-
			R	-
Total			R	-
TOTAL			R	-

Note / Comments

IMPLEMENTAION OF ORACLE FUSION CLOUD AND SUPPORT FOR A PERIOD OF 60 MONTHS

PRICE TEMPLATE - IMPLEMENTATION

Phase 1: Business Process Re-engineering (BPR)				
Description	Unit Price	Qty	Total	Note / Comments
Add as many line items as required			R -	
			R -	
			R -	
			R -	
			R -	
			R -	
			R -	
			R -	
Total			R -	

Description	Unit Price	Qty	Total	Note / Comments
Add as many line items as required			R -	
			R -	
			R -	
			R -	
			R -	
			R -	
			R -	
Total			R -	

Financials

Description	Unit Price	Qty	Total	Note / Comments
Add as many line items as required			R -	
			R -	
			R -	
			R -	
			R -	
			R -	
			R -	
Total			R -	

Supply Chain Management

Description	Unit Price	Qty	Total	Note / Comments
Add as many line items as required			R -	
			R -	
			R -	
			R -	
			R -	
			R -	
			R -	
Total			R -	

Human Capital Management

Description	Unit Price	Qty	Total		Note / Comments
Add as many line items as required			R	-	
			R	-	
			R	-	
			R	-	
			R	-	
			R	-	
			R	-	
Total			R	-	

Aconex and Primavera

Description	Unit Price	Qty	Total		Note / Comments
Add as many line items as required			R	-	
			R	-	
			R	-	
			R	-	
			R	-	
			R	-	
Total			R	-	

Description	Unit Price	Qty	Total		Note / Comments
Add as many line items as required			R	-	
			R	-	
			R	-	
			R	-	
			R	-	
			R	-	
Total			R	-	

Description	Unit Price	Qty	Total		Note / Comments
Add as many line items as required			R	-	
			R	-	
			R	-	
			R	-	
			R	-	
			R	-	
Total			R	-	

TOTAL			R	-
-------	--	--	---	---

IMPLEMENTAION OF ORACLE FUSION CLOUD AND SUPPORT FOR A PERIOD OF 60 MONTHS

PRICE TEMPLATE - SUPPORT AND MAINTENANCE

Annual License Fees							
Description	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Total	Note / Comments
Add as many line items as required						R -	
						R -	
						R -	
						R -	
						R -	
						R -	
						R -	
Total	0,00	0,00	0,00	0,00	0,00	R -	

Software Assurance							
Description	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Total	Note / Comments
Add as many line items as required						R -	
						R -	
						R -	
						R -	
						R -	
						R -	
						R -	
Total	0,00	0,00	0,00	0,00	0,00	R -	

Post-Implementation Technical Support							
Description	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Total	Note / Comments
Oracle Consultant - Financials						R -	
Oracle Consultant - SCM						R -	
Oracle Consultant - HCM						R -	
Oracle Consultant - Aconex & Primavera						R -	
						R -	
						R -	
						R -	
Total	0,00	0,00	0,00	0,00	0,00	R -	

TOTAL						R -	
-------	--	--	--	--	--	-----	--

IMPLEMENTAION OF ORACLE FUSION CLOUD AND SUPPORT FOR A PERIOD OF 60 MONTHS

PRICE TEMPLATE - TOTAL PROJECT COST

Annual License Fees								
Description	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Total	Note / Comments
Initial Licensing Cost	R -						R -	
Implementation Costs	R -						R -	
Support and Maintenance Costs		0,00	0,00	0,00	0,00	0,00	R -	
Provisional Sum	R 5 000 000,00						R 5 000 000,00	
							R -	
Sub-Total							R 5 000 000,00	
VAT							R 750 000,00	

TOTAL PROJECT COST

R 5 750 000,00

Any enquiries regarding bidding procedures may be directed to the –

(INSERT NAME AND ADDRESS OF DEPARTMENT/ENTITY)

Tel:

Or for technical information –

(INSERT NAME OF CONTACT PERSON)

Tel:

ANNEXURE F: SBD 4 - DECLARATION OF INTEREST (MANDATORY)

DECLARATION OF INTEREST

1. Any legal person, including persons employed by the state¹, or persons having a kinship with persons employed by the state, including a blood relationship, may make an offer or offers in terms of this Request for Bid (includes a price quotation, advertised competitive bid, limited bid or proposal). In view of possible allegations of favouritism, should the resulting bid, or part thereof, be awarded to persons employed by the state, or to persons connected with or related to them, it is required that the bidder or his/her authorised representative declare his/her position in relation to the evaluating/adjudicating authority where-

- the bidder is employed by the state; and/or
- the legal person on whose behalf the bidding document is signed, has a relationship with persons/a person who are/is involved in the evaluation and or adjudication of the bid(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarant acts and persons who are involved with the evaluation and or adjudication of the bid.

2. In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.

2.1 Full Name of bidder or his or her representative:

.....

2.2 Identity Number:

2.3 Position occupied in the Company (director, trustee, shareholder²):

.....

2.4 Company Registration Number:

.....

2.5 Tax Reference Number:

¹ "State" means –

(a) any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Public Finance Management Act, 1999 (Act No. 1 of 1999);

(b) any municipality or municipal entity;

(c) provincial legislature;

(d) national Assembly or the national Council of provinces; or

(e) Parliament.

²"Shareholder" means a person who owns shares in the company and is actively involved in the management of the enterprise or business and exercises control over the enterprise.

2.6 VAT Registration Number:

2.6.1 The names of all directors / trustees / shareholders / members, their individual identity numbers, tax reference numbers and, if applicable, employee / personal numbers must be indicated in paragraph 3 below.

2.7 Are you or any person connected with the bidder presently employed by the state? **YES / NO**

2.7.1 If so, furnish the following particulars:

Name of person / director / trustee / shareholder/ member:

.....

Name of state institution at which you or the person connected to the bidder is:

.....

Position occupied in the state institution:

.....

Any other particulars:

.....

.....

.....

2.7.2 If you are presently employed by the state, did you obtain the appropriate authority to undertake remunerative work outside employment in the public sector? **YES / NO**

2.7.2.1 If yes, did you attached proof of such authority to the bid document?

(Note: Failure to submit proof of such authority, where applicable, may result in the disqualification of the bid.)

2.7.2.2 If no, furnish reasons for non-submission of such proof:

.....

.....

.....

2.8 Did you or your spouse, or any of the company's directors / trustees / shareholders / members or their spouses conduct business with the state in the previous twelve months? **YES / NO**

2.8.1 If so, furnish particulars:
.....
.....
.....

2.9 Do you, or any person connected with the bidder, have any relationship (family, friend, other) with a person employed by the state and who may be involved with the evaluation and or adjudication of this bid? **YES / NO**

2.9.1 If so, furnish particulars:
.....
.....
.....

2.10 Are you, or any person connected with the bidder, aware of any relationship (family, friend, other) between any other bidder and any person employed by the state who may be involved with the evaluation and or adjudication of this bid? **YES / NO**

2.10.1 If so, furnish particulars:
.....
.....
.....

2.11 Do you or any of the directors / trustees / shareholders / members of the company have any interest in any other related companies whether or not they are bidding for this contract? **YES / NO**

2.11.1 If so, furnish particulars:
.....
.....
.....

3. Full details of directors / trustees / members / shareholders.

Full Name	Identity Number	Personal Tax Reference Number	State Employee Number / Personal Number

4. DECLARATION

I, THE UNDERSIGNED (NAME)
CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 2 and 3 ABOVE IS
CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS
OF PARAGRAPH 23 OF THE GENERAL CONDITIONS OF CONTRACT SHOULD THIS
DECLARATION PROVE TO BE FALSE.

.....
Signature

.....
Date

.....
Position

.....
Name of bidder

ANNEXURE G: SBD 6.1: IN TERMS OF PPR 2017 (MANDATORY)

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2017

This preference form must form part of all bids invited. It contains general information and serves as a claim form for preference points for Broad-Based Black Economic Empowerment (B-BBEE) Status Level of Contribution

NB: BEFORE COMPLETING THIS FORM, BIDDERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF B-BBEE, AS PRESCRIBED IN THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017.

1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to all bids:

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

1.2

- a) The value of this bid is estimated to **exceed** R50 000 000 (all applicable taxes included) and therefore the 90/10 preference point system shall be applicable; or

1.3 Points for this bid shall be awarded for:

- (a) Price; and
- (b) B-BBEE Status Level of Contributor.

1.4 The maximum points for this bid are allocated as follows:

	POINTS
PRICE	90
B-BBEE STATUS LEVEL OF CONTRIBUTOR	10
Total points for Price and B-BBEE must not exceed	100

1.5 Failure on the part of a bidder to submit proof of B-BBEE Status level of contributor together with the bid, will be interpreted to mean that preference points for B-BBEE status level of contribution are not claimed.

- 1.6 The purchaser reserves the right to require of a bidder, either before a bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the purchaser.

2. DEFINITIONS

- (a) **“B-BBEE”** means broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act;
- (b) **“B-BBEE status level of contributor”** means the B-BBEE status of an entity in terms of a code of good practice on black economic empowerment, issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;
- (c) **“bid”** means a written offer in a prescribed or stipulated form in response to an invitation by an organ of state for the provision of goods or services, through price quotations, advertised competitive bidding processes or proposals;
- (d) **“Broad-Based Black Economic Empowerment Act”** means the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003);
- (e) **“EME”** means an Exempted Micro Enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9 (1) of the Broad-Based Black Economic Empowerment Act;
- (f) **“functionality”** means the ability of a tenderer to provide goods or services in accordance with specifications as set out in the tender documents.
- (g) **“prices”** includes all applicable taxes less all unconditional discounts;
- (h) **“proof of B-BBEE status level of contributor”** means:
 - 1) B-BBEE Status level certificate issued by an authorized body or person;
 - 2) A sworn affidavit as prescribed by the B-BBEE Codes of Good Practice;
 - 3) Any other requirement prescribed in terms of the B-BBEE Act;
- (i) **“QSE”** means a qualifying small business enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9 (1) of the Broad-Based Black Economic Empowerment Act;
- (j) **“rand value”** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;

3. POINTS AWARDED FOR PRICE

3.1 THE 90/10 PREFERENCE POINT SYSTEMS

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

90/10

$$P_s = 90 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

Where:

P_s = Points scored for price of bid under consideration

P_t = Price of bid under consideration

$P_{\min}$ = Price of lowest acceptable bid

4. POINTS AWARDED FOR B-BBEE STATUS LEVEL OF CONTRIBUTOR

- 4.1 In terms of Regulation 6 (2) and 7 (2) of the Preferential Procurement Regulations, preference points must be awarded to a bidder for attaining the B-BBEE status level of contribution in accordance with the table below:

B-BBEE Status Level of Contributor	Number of points (90/10 system)	Number of points (80/20 system)
1	10	20
2	9	18
3	6	14
4	5	12
5	4	8
6	3	6
7	2	4
8	1	2
Non-compliant contributor	0	0

5. BID DECLARATION

- 5.1 Bidders who claim points in respect of B-BBEE Status Level of Contribution must complete the following:

6. B-BBEE STATUS LEVEL OF CONTRIBUTOR CLAIMED IN TERMS OF PARAGRAPHS 1.4 AND 4.1

6.1 B-BBEE Status Level of Contributor: . = (maximum 20 points)

(Points claimed in respect of paragraph 7.1 must be in accordance with the table reflected in paragraph 4.1 and must be substantiated by relevant proof of B-BBEE status level of contributor.

7. SUB-CONTRACTING

7.1 Will any portion of the contract be sub-contracted?

(Tick applicable box)

YES ☐ NO ☐

7.1.1 If yes, indicate:

- i) What percentage of the contract will be subcontracted%
- ii) The name of the sub-contractor
- iii) The B-BBEE status level of the sub-contractor
- iv) Whether the sub-contractor is an EME or QSE

(Tick applicable box)

YES ☐ NO ☐

- v) Specify, by ticking the appropriate box, if subcontracting with an enterprise in terms of Preferential Procurement Regulations, 2017:

Designated Group: An EME or QSE which is at least 51% owned by:	EME √	QSE √
Black people		
Black people who are youth		
Black people who are women		
Black people with disabilities		
Black people living in rural or underdeveloped areas or townships		
Cooperative owned by black people		
Black people who are military veterans		
OR		
Any EME		
Any QSE		

8. **DECLARATION WITH REGARD TO COMPANY/FIRM**

8.1 Name of company/firm:.....

8.2 VAT registration number:.....

8.3 Company registration number:.....

8.4 TYPE OF COMPANY/ FIRM

☐ Partnership/Joint venture or consortium / Consortium

☐ One person business/sole propriety

☐ Close corporation

☐ Company

☐ (Pty) Limited

[TICK APPLICABLE BOX]

8.5 DESCRIBE PRINCIPAL BUSINESS ACTIVITIES

8.6
.....
.....

8.7 COMPANY CLASSIFICATION

☐ Manufacturer

☐ Supplier

☐ Professional service provider

☐ Other service providers, e.g. transporter, etc.

[TICK APPLICABLE BOX]

8.8 Total number of years the company/firm has been in business:.....

8.9 I/we, the undersigned, who is / are duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the B-BBE status level of contributor indicated in paragraphs 1.4 and 6.1 of the foregoing certificate, qualifies the company/ firm for the preference(s) shown and I / we acknowledge that:

i) The information furnished is true and correct;

ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;

- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 6.1, the contractor may be required to furnish documentary proof to the satisfaction of the purchaser that the claims are correct;
- iv) If the B-BBEE status level of contributor has been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the purchaser may, in addition to any other remedy it may have –
 - (a) disqualify the person from the bidding process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) recommend that the bidder or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted by the National Treasury from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution.

WITNESSES 1. 2.
--

SIGNATURE(S) OF BIDDERS(S) DATE: ADDRESS:
--

ANNEXURE H: SBD7.2 CONTRACT FORM – RENDERING OF SERVICES

CONTRACT FORM - RENDERING OF SERVICES

THIS FORM MUST BE FILLED IN DUPLICATE BY BOTH THE SERVICE PROVIDER (PART 1) AND THE PURCHASER (PART 2). BOTH FORMS MUST BE SIGNED IN THE ORIGINAL SO THAT THE SERVICE PROVIDER AND THE PURCHASER WOULD BE IN POSSESSION OF ORIGINALLY SIGNED CONTRACTS FOR THEIR RESPECTIVE RECORDS.

PART 1 (TO BE FILLED IN BY THE SERVICE PROVIDER)

1. I hereby undertake to render services described in the attached bidding documents to (name of the institution)..... in accordance with the requirements and task directives / proposals specifications stipulated in Bid Number..... at the price/s quoted. My offer/s remain binding upon me and open for acceptance by the Purchaser during the validity period indicated and calculated from the closing date of the bid.
2. The following documents shall be deemed to form and be read and construed as part of this agreement:
 - (i) Bidding documents, viz
 - Request for Bid;
 - Tax clearance certificate;
 - Pricing schedule(s);
 - Filled in task directive/proposal;
 - Preference claims for Broad Based Black Economic Empowerment Status Level of Contribution in terms of the Preferential Procurement Regulations 2011;
 - Declaration of interest;
 - Declaration of bidder's past SCM practices;
 - Certificate of Independent Bid Determination;
 - Special Conditions of Contract;
 - (ii) General Conditions of Contract; and
 - (iii) Other (specify)
3. I confirm that I have satisfied myself as to the correctness and validity of my bid; that the price(s) and rate(s) quoted cover all the services specified in the bidding documents; that the price(s) and rate(s) cover all my obligations and I accept that any mistakes regarding price(s) and rate(s) and calculations will be at my own risk.

- 4. I accept full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on me under this agreement as the principal liable for the due fulfillment of this contract.
- 5. I declare that I have no participation in any collusive practices with any bidder or any other person regarding this or any other bid.
- 6. I confirm that I am duly authorised to sign this contract.

NAME (PRINT):
CAPACITY:
SIGNATURE:
NAME OF FIRM:
DATE:

WITNESSES

1.

2.

CONTRACT FORM - RENDERING OF SERVICES

PART 2 (TO BE FILLED IN BY THE PURCHASER)

1. I..... in my capacity as
accept your bid under reference numberdated.....for the
rendering of services indicated hereunder and/or further specified in the annexure(s).
2. An official order indicating service delivery instructions is forthcoming.
3. I undertake to make payment for the services rendered in accordance with the terms and
conditions of the contract, within 30 (thirty) days after receipt of an invoice.

DESCRIPTION OF SERVICE	PRICE (ALL APPLICABLE TAXES INCLUDED)	COMPLETION DATE	B-BBEE STATUS LEVEL OF CONTRIBUTION	MINIMUM THRESHOLD FOR LOCAL PRODUCTION AND CONTENT (if applicable)

4. I confirm that I am duly authorised to sign this contract.

SIGNED ATON.....

NAME (PRINT)

SIGNATURE

OFFICIAL STAMP

--

WITNESSES

1.

2.

ANNEXURE I: SBD 8 - DECLARATION OF BIDDER'S PAST SUPPLY CHAIN MANAGEMENT PRACTICES

DECLARATION OF BIDDER'S PAST SUPPLY CHAIN MANAGEMENT PRACTICES

- i. This Standard Bidding Document must form part of all bids invited.
- ii. It serves as a declaration to be used by institutions in ensuring that when goods and services are being procured, all reasonable steps are taken to combat the abuse of the supply chain management system.
- iii. The bid of any bidder may be disregarded if that bidder, or any of its directors have-
 - a. abused the institution's supply chain management system;
 - b. committed fraud or any other improper conduct in relation to such system; or
 - c. failed to perform on any previous contract.
- iv. In order to give effect to the above, the following questionnaire must be completed and submitted with the bid.

Item	Question	Yes	No
4.1	Is the bidder or any of its directors listed on the National Treasury's Database of Restricted Suppliers as companies or persons prohibited from doing business with the public sector? (Companies or persons who are listed on this Database were informed in writing of this restriction by the Accounting Officer/Authority of the institution that imposed the restriction after the <i>audi alteram partem</i> rule was applied). The Database of Restricted Suppliers now resides on the National Treasury's website(www.treasury.gov.za) and can be accessed by clicking on its link at the bottom of the home page.	☐	☐
4.1.1	If so, furnish particulars:		

Item	Question	Yes	No
4.2	Is the bidder or any of its directors listed on the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004)? The Register for Tender Defaulters can be accessed on the National Treasury's website (www.treasury.gov.za) by clicking on its link at the bottom of the home page.	☐	☐
4.2.1	If so, furnish particulars:		
4.3	Was the bidder or any of its directors convicted by a court of law (including a court outside of the Republic of South Africa) for fraud or corruption during the past five years?	☐	☐
4.3.1	If so, furnish particulars:		
4.4	Was any contract between the bidder and any organ of state terminated during the past five years on account of failure to perform on or comply with the contract?	☐	☐
4.4.1	If so, furnish particulars:		

CERTIFICATION

I, THE UNDERSIGNED (FULL NAME).....

**CERTIFY THAT THE INFORMATION FURNISHED ON THIS DECLARATION FORM IS TRUE
AND CORRECT.**

**I ACCEPT THAT, IN ADDITION TO CANCELLATION OF A CONTRACT, ACTION MAY BE
TAKEN AGAINST ME SHOULD THIS DECLARATION PROVE TO BE FALSE.**

.....
Signature

.....
Date

.....
Position

.....
Name of Bidder

ANNEXURE J: SBD 9 - CERTIFICATE OF INDEPENDENT BID DETERMINATION

CERTIFICATE OF INDEPENDENT BID DETERMINATION

1. This Standard Bidding Document (SBD) must form part of all bids¹ invited.
2. Section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, prohibits an agreement between, or concerted practice by, firms, or a decision by an association of firms, if it is between parties in a horizontal relationship and if it involves collusive bidding (or bid rigging).² Collusive bidding is a *pe se* prohibition meaning that it cannot be justified under any grounds.
3. Treasury Regulation 16A9 prescribes that accounting officers and accounting authorities must take all reasonable steps to prevent abuse of the supply chain management system and authorizes accounting officers and accounting authorities to:
 - (a) disregard the bid of any bidder if that bidder, or any of its directors have abused the institution's supply chain management system and or committed fraud or any other improper conduct in relation to such system.
 - (b) cancel a contract awarded to a supplier of goods and services if the supplier committed any corrupt or fraudulent act during the bidding process or the execution of that contract.
4. This SBD serves as a certificate of declaration that would be used by institutions to ensure that, when bids are considered, reasonable steps are taken to prevent any form of bid-rigging.
5. In order to give effect to the above, the attached Certificate of Bid Determination (SBD 9) must be completed and submitted with the bid:

¹ Includes price quotations, advertised competitive bids, limited bids and proposals.

² Bid rigging (or collusive bidding) occurs when businesses, that would otherwise be expected to compete, secretly conspire to raise prices or lower the quality of goods and / or services for purchasers who wish to acquire goods and / or services through a bidding process. Bid rigging is, therefore, an agreement between competitors not to compete

CERTIFICATE OF INDEPENDENT BID DETERMINATION

I, the undersigned, in submitting the accompanying bid:

(Bid Number and Description)

in response to the invitation for the bid made by:

(Name of Institution)

do hereby make the following statements that I certify to be true and complete in every respect:

I certify, on behalf of: _____ that:

(Name of Bidder)

1. I have read and I understand the contents of this Certificate;
2. I understand that the accompanying bid will be disqualified if this Certificate is found not to be true and complete in every respect;
3. I am authorized by the bidder to sign this Certificate, and to submit the accompanying bid, on behalf of the bidder;
4. Each person whose signature appears on the accompanying bid has been authorized by the bidder to determine the terms of, and to sign the bid, on behalf of the bidder;
5. For the purposes of this Certificate and the accompanying bid, I understand that the word "competitor" shall include any individual or organization, other than the bidder, whether or not affiliated with the bidder, who:
 - (a) has been requested to submit a bid in response to this bid invitation;
 - (b) could potentially submit a bid in response to this bid invitation, based on their qualifications, abilities or experience; and
 - (c) provides the same goods and services as the bidder and/or is in the same line of business as the bidder
6. The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However

communication between partners in a joint venture or consortium or consortium³ will not be construed as collusive bidding.

7. In particular, without limiting the generality of paragraphs 6 above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:
- (a) prices;
 - (b) geographical area where product or service will be rendered (market allocation)
 - (c) methods, factors or formulas used to calculate prices;
 - (d) the intention or decision to submit or not to submit, a bid;
 - (e) the submission of a bid which does not meet the specifications and conditions of the bid; or
 - (f) bidding with the intention not to win the bid.
8. In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications and conditions or delivery particulars of the products or services to which this bid invitation relates.
9. The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
10. I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

.....
Signature

.....
Date

.....
Position

.....
Name of Bidder

³ Joint venture or consortium or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.