



3 July 2026

NOTICE TO TENDERERS – NO 2.

TENDER NUMBER : 279C/2025/26

BOX NUMBER : Box Number 240

CLOSING DATE : 16 July 2026 @ 10h00am

DESCRIPTION : Procurement of Installation, Customisation, Implementation and Post Go-Live System Stabilisation of SAP Core Financial and Operational Software Solutions for the City Of Cape Town.

Tenderers should take note of the following:

Tenderers are to return a signed copy of this notice with the submission of their Tender. Failure to return a signed copy of the Notice may result in the Tender being declared non-responsive.

NOTICE 2 TO TENDERERS:

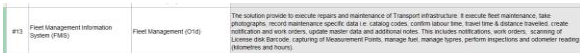
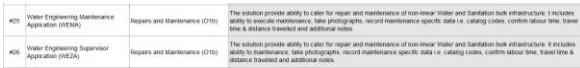
Notice 2 has been made available on the City of Cape Town Tender Portal and the National Treasury eTender Publication Portal.

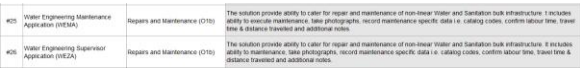
1. TENDER RELATED QUESTIONS AND RESPONSES

- The following table is a summary of all tender-related questions received thus far (up until **3 July 2026**):

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
1.	26/06/26	SAC Planning with Datasphere From last year we had list of models like LTFP , Balance Sheet, Rate & CAPEX. Can we get a breakdown of the Financial & PCP Planning environment objects? Please list the counts for: Models & Dimensions (Master, Text, Hierarchies) Data & Link Packages Script Logics & BADI Reports & Input forms Transformation files & BPFs	The current planning environment includes the following indicative current-state information: BPC models: 5 models, namely LTFP, Full mSCOA Reporting, Metro Trading Services Reform, CAPEX and Balance Sheet Planning. PaPM models: 3 models, namely Total Municipal Account, Fleet Tariff Modelling, and Departmental Charges and Recharges. Indicative object volumes: • Dimensions: approximately 30 • Hierarchies: approximately 30 • Master data: major examples include mSCOA approximately 220,000, WBS approximately 220,000, Cost Centres approximately 3,000, and Accounts approximately 1,600 • Script logic: approximately 20 • BADIs: approximately 4 • Reports: approximately 40 • Input forms: approximately 50	J.1.4.3 Post Release 1 – Transformation

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
			- Transformation files: approximately 20 - BPFs: Not used in the current models. The above figures are provided as indicative current-state information for Stage 1. Tenderers must consider the full tender scope and requirements, including section J.1.4.3, and may validate relevant details during Stage 2.	
2.	26/06/26	SAC Planning with Datasphere Any other Planning is required apart from Financial & PCP Planning?	Yes. Apart from Financial and Personnel Cost Planning, the current and/or required planning scope includes CAPEX Planning, Balance Sheet Planning, Metro Trading Services Reform, Support Services Planning, Total Municipal Account planning and Fleet Tariff Planning. CAPEX Planning is associated with SAP PPM, Balance Sheet Planning and Metro Trading Services Reform are currently supported through SAP BPC, and the PaPM models Support Services Planning, Total Municipal Account, and Fleet Tariff Planning. Tenderers must consider the full scope and requirements as set out in the tender, including section J.1.4.3.	J.1.4.3 Post Release 1 – Transformation
3.	26/06/26	SAC Planning with Datasphere Could you provide the total count of active planning users across all entities? We need to break this down by user role—specifically Planners, Developers, and Administrators—to accurately determine our licensing requirements.	The indicative active planning user counts across the current planning areas/models are as follows: - Planners: 6 - Developers: 4 - Administrators: 3 - Users: approximately 130 These figures are provided as indicative current-state information for Stage 1 and must be read together with the tender scope and requirements. Tenderers may validate relevant details during Stage 2.	J.1.4.3 Post Release 1 – Transformation
4.	26/06/26	SAC Planning with Datasphere Could you outline the security measures currently implemented in the BPC system? Please share any relevant insights regarding authentication, user roles, and data access controls.	Users are authenticated through the SAP user/profile process. User roles and task profiles are created according to the required system usage, with data access controlled through the applicable SAP authorisation/profile configuration. A complete detailed breakdown of access, roles and profiles will not be provided as part of Stage 1. Successful Tenderers may validate relevant details during Stage 2.	J.1.4.3 Post Release 1 – Transformation
5.	26/06/26	"Following SAP Concur Elements are listed - Travel Management, Expense Management, Invoice Management. Question: 1. Kindly confirm if you intend to use Concur Self Booking Tool to Book Airline tickets/Make Hotel reservations, which TMC (Travel management Company) will you work with? 2. Please confirm if you intend to use Concur Invoice module for Vendor Invoice capture, reconciliation and Payments. How will this be used differently from S/4 Invoice processing and payment modules ?"	It is for the Tenderer to include approach based on CCT requirements as per clause 2.2.1.1.6.1 (f.1) 1 (f.1) Instructions for Completing Proposed Tender Methodology and Approach write-up 1. Provide the "Proposed Tender Methodology and Approach write-up" that include the following separate sections as per the "Contents Page" template. a. the "Project Strategy, Methodology and Approach – Technical" section defines how the CCT Scope of Work will be achieved. This is to be documented per Project Dimensions and further broken down per Focus Group. This write-up must include the proposed solution architecture details, including proposed SAP HANA licenses required. The write to take into consideration the CCT expectations provided as: - Proposed (Possible) End-State Architecture in C.5 Figure C.5.1; - Required End Goals and Proposed Future Architecture in Annexure J; - Scope and Requirements captured in the BRTM in Annexure I; and - Functional Requirements Frameworks in Annexures K.9 to K.13;	Clause 2.2.1.1.6.1 (f.1) 1

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
6.	26/06/26	Can you confirm that EPIC Contravention is optional and can be excluded from this response?	As per clause 4.1.2.4 "e) It is mandatory that the Tenderer submit a completed/filled-in EPIC Contraventions price schedule and not leave it blank."	Clause 4.1.2.4 e)
7.	26/06/26	"In the BRTM file, within the "Level 1 to Level 4 Processes" sheet, several line items do not have corresponding SAP transaction codes assigned. 1. Should these line items still be considered? If so, are these processes executed within SAP ERP or handled outside the system? 2. Do these represent new processes that need to be defined within the system?"	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. CCT is in the process to populate the corresponding SAP transaction codes, with population of some line items still in progress and empty in the BRTM that was issued with the tender. Functionality not in SAP currently is marked as "TO INCLUDE" or "FUTURE" under tab "Business Requirements 27 Nov 25" and column :Scope Business Priority". Functionality currently in SAP is marked as "CURRENT" in same column.	BRTM provided for download with tender
8.	26/06/26	One of the elements within Finance is "Invoice Management." Are vendor invoices currently being processed using VIM (Vendor Invoice Management) in SAP or not?	No, OpenText Vendor Invoice Management is not utilised.	J.1.4
9.	26/06/26	How are the seven mSCOA segments currently defined in SAP? Are these segments captured in every transaction within the SAP system?	As per section J.3.2 the mSCOA segments are not currently configured in SAP. The following principles adopted for current mSCOA implement: a. mSCOA related reporting to National Treasury is from SAP BW/4HANA. b. SAP objects and combinations of SAP objects are transformed in SAP BW/4HANA to derive mSCOA GUIDs. c. The full mSCOA chart is maintained in SAP BW/4HANA to facilitate reporting	J.3.2
10.	26/06/26	Is document splitting activated? If yes, on which characteristics has it been configured?	Yes: The City configured document splitting to - Keep Profit Centers advances to/from in sync. (zero balancing account) - Adopt Profit centre to follow prior posting lines. - Assigned categories for the treatment of document number ranges.	J.1.2
11.	26/06/26	Is there any Mobile Application that is integrated with SAP and how it does work for the Fleet equipment's.	Yes, all integrate to SAP. For reference to the specific Fleet mobile application refer to BRTM. The 26 Mobile SAP solutions are listed in BRTM under tab "Mobile Repository (O4)"; one of the mobile solutions is for Fleet. 	BRTM provided for download with tender
12.	26/06/26	How does the Water Engineering Supervisor Mobile Application work. its part of the standard mobile application or separate custom application.	WEZA is a custom-built application All 26 mobile SAP solutions, including Water Engineering Supervisor Mobile Application, are custom developed. The 26 Mobile SAP solutions with their details are listed in BRTM under tab "Mobile Repository (O4)"; including the Water Engineering Supervisor Mobile Application mobile solutions. 	BRTM provided for download with tender
13.	26/06/26	Is any mobile application integrated with any of the SAP solution for the Outage Management System and this outage is related to utility or IT equipment.	The 26 Mobile SAP solutions with their details are listed in BRTM under tab "Mobile Repository (O4). Outage Management System is a custom-built mobile application with integration to SAP. The application is utilised for electricity outages.	BRTM provided for download with tender

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
				
14.	26/06/26	Is there any separate mobile application for the Water Engineering Maintenance Application and integrated with SAP?	All 26 mobile SAP solutions, including Water Engineering Maintenance Application, are custom developed. The 26 Mobile SAP solutions with their details are listed in BRTM under tab "Mobile Repository (O4)", including the Water Engineering Maintenance Application mobile solutions. 	BRTM provided for download with tender
15	26/06/26	Is there any mobile enabled process available for the field personnel to report to reactive incident and initiate the correct maintenance action.	Yes, documented as part of the 26 Mobile SAP solutions for which details are listed in BRTM under tab "Mobile Repository (O4)".	BRTM provided for download with tender
16	26/06/26	How do you Perform Asset Take-Over/Hand-Over within Manage Asset Plan and Build using SAP PM / Asset Management, and what inputs, outputs, roles, controls and integrations are required?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
17	26/06/26	How do you perform First Line Response (Mobile Application) within Manage Mobile Applications using SAP PM / Asset Management, and what inputs, outputs, roles, controls and integrations are required?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
18	26/06/26	How do you Manage Damages & Compensation for Occupational Injuries & Diseases (COID) Claims, including notification, claim creation, approval, work order linkage, settlement and reporting?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2	BRTM provided for download with tender
19	26/06/26	How do you perform Manage Crew Selection & Travel Time within Execute Maintenance Work using SAP PM / Asset Management, and what inputs, outputs, roles, controls and integrations are required?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2	BRTM provided for download with tender
20	26/06/26	How do you perform Manage Crew Composition within Obtain Resources using SAP PM / Asset Management, and what inputs, outputs, roles, controls and integrations are required?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
21	26/06/26	How do you create, plan, release, execute, confirm and close Process Public Liability Insurance Work Order in SAP PM / Asset Management? Relevant SAP transactions/apps?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
22	26/06/26	How do you maintain Maintain Insurance Asset Register in SAP PM / Asset Management, and what master data, roles, approvals and data quality controls are required? Relevant	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
		SAP transactions/apps: ZPM24, ZPM12.		
23	26/06/26	How do you manage the Manage Claim Creation & Handling, including notification, claim creation, approval, work order linkage, settlement and reporting? Relevant SAP transactions/apps?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
24	26/06/26	How do you manage Fleet Replacement Analysis & Approval in SAP PM / Asset Management, including equipment records, usage, compliance, costs and reporting?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
25	26/06/26	How do you perform Manage Asset Performance and improvements within Manage Asset Operations using SAP PM / Asset Management, and what inputs, outputs, roles, controls and integrations are required?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
26	26/06/26	What reports, KPIs and review controls are required for Report Asset Key Performance Indicators (KPIs) (Retired) across SAP PM / Asset Management?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
27	26/06/26	Since this is marked as Custom, what business requirement cannot be met by SAP standard, and what custom behaviour is expected?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
28	26/06/26	Who owns the data and process in SAP ECC Utilities and MDUS, and who is accountable for resolving data or process failures?	The relevant Service Department owns the data and process and is responsible for resolving failures.	J.4.3
29	26/06/26	For the business process 'Plant Maintenance Masterdata maintenance' (SAP Plant Maintenance), involving Energy GIS Server to SAP ECC Plant Maintenance via SAP Process Orchestration, what exact business scenario, trigger event and end-to-end process steps should be supported?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
30	26/06/26	Who owns the data and process in Energy GIS Server and SAP ECC Plant Maintenance, and who is accountable for resolving data or process failures?	Energy and SAP support team respectively.	Table:C.4.1a
31	26/06/26	Since Create service and maintenance notifications for Electricity outages is marked as Custom, what business requirement cannot be met by SAP standard, and what custom behaviour is expected?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
32	26/06/26	What reporting, operational workflows, data inputs and approval requirements are needed for Fleet Management Information System in SAP?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
33	26/06/26	How should internal teams and external contractors create, update, track and close work orders through the UI5 Work Order Management Portal integrated with SAP ECC?	The Work order management allows for assignment of work orders to field teams and upload supporting documentation. Creation and Closing of work orders is performed in SAP ECC with the relevant transaction codes ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
34	26/06/26	What integrations, source/destination systems, and data flows are required to execute maintenance, fleet maintenance, take photographs, to cater foreman management, scanning license disk barcode etc.	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
35	26/06/26	What approval steps are required when a vehicle rental request is changed?	There is no scenario when a vehicle rental request is changed, its either approved or not. ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
36	26/06/26	What approvals are required before vehicle maintenance, service, or repair work is executed?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
37	26/06/26	Which master data changes require Fleet Management approval?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
38	26/06/26	Is there RF based scanning process to handle physical inventory process?	No. CCT does not currently have an RF-based scanning process for physical inventory. RFID/barcode scanning for physical inventory is not part of the Release 1 like-for-like technical upgrade scope unless explicitly required elsewhere in the tender. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
39	26/06/26	Since your required end to end traceability , batch management is active in current SAP ECC system to handle the inventory ageing and traceability	The BRTM includes batch management requirements under Inventory Management. It notes that batch management is currently set up for Water and also includes a future requirement for managing perishable items with expiration dates. Tenderers must address inventory ageing, traceability and batch-related requirements as set out in the BRTM. No further detailed configuration information will be provided as part of Stage 1.	BRTM provided for download with tender BRTM Business Requirements: Inventory Management / Batch

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
				Management; J.8.4
40	26/06/26	Do we have any requirement to handle the goods issue through RF device (bard coding system)	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
41	26/06/26	Does CCT would like to redesign their current role strategy or would like to go only with lift and shift of existing SAP roles?	As per J.11.14.1 "For Release 1 the expectation is for retrofit of current SAP roles for SAP S/4HANA and Cloud Solutions implemented in Release 1."	J.11.14.1
42	26/06/26	How many Fiori-based apps are currently available? In To be solution only fiori based roles will be used or business transactions will be used as like earlier?	No separate count or list of current Fiori-based applications is provided as part of Stage 1. Tenderers must address Fiori adoption and enablement as required in Annexure J and the BRTM, including roles and authorisations for SAP S/4HANA and cloud solutions implemented in Release 1. Detailed app inventory and usage will be validated during Stage 2.	J.11.14
43	26/06/26	How many SaaS applications will be in scope whose role need to be created?	The proposed future SAP solutions including SaaS are listed in column "Proposed SAP related licenses" in Annexure J under "Proposed Future Architecture" sections. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2	Annexure J
44	26/06/26	What is the current role strategy? Does it follow the Master-Derived concept with Composite roles, or is it based on the Business Roles concept?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
45	26/06/26	What is the current count of roles?	Statistics provided in BRTM under tab "SAP Statistics 27 November 2025". No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	J.11.14
46	26/06/26	What is the count of active users?	Statistics provided in BRTM under tab "SAP Statistics 27 November 2025". No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	J.11.14
47	26/06/26	As GRC Access Control is already implemented in CCT, Could you specify which GRC Access Control module are currently in use - ARM, ARA, BRM, EAM, and UAR.	ARM, BRM and UAR.	J.11.14
48	26/06/26	Do CCT want to implement the SAP IAG Bridge scenario (where SaaS applications SoD can be checked) with SAP GRC system?	The SAP IAG Bridge scenario is currently not confirmed for implementation at CCT. In addition, Risk Management module, which supports SoD capabilities is not in use (switched off). As such SoD for SaaS applications is currently not performed.	J.11.14
49	26/06/26	If IAG Bridge is required, then how many SaaS applications need to be connected?	The requirement for the SAP IAG Bridge scenario is currently not confirmed at CCT. As such, the number of SaaS applications to be connected has not been determined at this stage.	J.11.14
50	26/06/26	Count of Mitigation controls documented and defined in the GRC system?	The Risk Management module is currently not in use (switched off) at CCT. As a result, formal mitigation controls are not maintained within the system. However for critical roles, compensating governance is applied whereby designated role owners are required to review and approve roles prior to provisioning.	J.11.14

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51	26/06/26	How many users currently have access to the GRC system?	Statistics provided in BRTM under tab "SAP Statistics 27 November 2025". No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender																																
52	26/06/26	In GRC PC How many automated and manual controls have been established?	CCT has not implemented GRC PC. Only GRC AC modules (ARM, BRM, and UAR) are currently in use.	J.11.14																																
53	26/06/26	In Risk Management, have automated KPIs been established?	The Risk Management module is currently not in active use at CCT.	J.11.14																																
54	26/06/26	In Risk Management, how many risks and risk categories have been established?	The Risk Management module is currently not in active use at CCT.	J.11.14																																
55	26/06/26	In Risk Management, are there any offline surveys available?	The Risk Management module is currently not in active use at CCT.	J.11.14																																
56	26/06/26	Is Audit Management already implemented or need to be implemented	The proposed future SAP solutions including SaaS are listed in column "Proposed SAP related licenses" in Annexure J under "Proposed Future Architecture" sections. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2	Annexure J																																
57	26/06/26	The Active Employee count 52,891 includes which all Employee Groups? All Employee population expected to have all capabilities of ESS/ MSS and Talent Development access in to-be HR Solution? Or any restriction expected based on Employee Groups/ Categories (like Permanent, Temporary etc)?	The active employee count of 52,891 is based on the employee group breakdown below, as at 14 November 2025. Access to ESS/MSS and Talent Development is expected to differ by employee group/category as indicated below. <table><tr><th>Employee Group</th><th>Count</th><th>ESS/MSS</th><th>Talent Development</th></tr><tr><td>Unicity</td><td>13</td><td>Yes</td><td>Yes</td></tr><tr><td>Salaried</td><td>29972</td><td>Yes</td><td>Yes</td></tr><tr><td>Temporary</td><td>2684</td><td>Yes</td><td>Yes</td></tr><tr><td>Councillors</td><td>917</td><td>Yes - currently only 232</td><td>Yes</td></tr><tr><td>Pensioners</td><td>7220</td><td>No</td><td>No</td></tr><tr><td>EPWP</td><td>7438</td><td>Yes</td><td>Yes</td></tr><tr><td>Non Employees</td><td>2818</td><td>Yes</td><td>No</td></tr></table> The above figures are provided as indicative current-state information for Stage 1 sizing purposes. Tenderers must consider the HR scope and requirements as set out in the tender and BRTM. Detailed validation may be undertaken during Stage 2 system assessment.	Employee Group	Count	ESS/MSS	Talent Development	Unicity	13	Yes	Yes	Salaried	29972	Yes	Yes	Temporary	2684	Yes	Yes	Councillors	917	Yes - currently only 232	Yes	Pensioners	7220	No	No	EPWP	7438	Yes	Yes	Non Employees	2818	Yes	No	J.9.3 Manage Human Resources; readiness information / BRTM SAP Statistics where applicable BRTM provided for download with tender
Employee Group	Count	ESS/MSS	Talent Development																																	
Unicity	13	Yes	Yes																																	
Salaried	29972	Yes	Yes																																	
Temporary	2684	Yes	Yes																																	
Councillors	917	Yes - currently only 232	Yes																																	
Pensioners	7220	No	No																																	
EPWP	7438	Yes	Yes																																	
Non Employees	2818	Yes	No																																	
58	26/06/26	What the Total Employee count of 231,097 signifies? This includes all Inactive/ Terminated Employees as well?	The total employee count of 231,097 refers to the total employee population reflected in the readiness information, including active, inactive and terminated employees. Tenderers must consider the HR scope and requirements as set out in the tender and BRTM. Detailed validation may be undertaken during Stage 2 system assessment.	BRTM provided for download with tender																																
59	26/06/26	In Recruiting, proposed solutions- shown as SF Recruiting. We understand SmartRecruiters, as it is the current Lead solution for Recruiting Management, can also be considered in our response. Please confirm.	CCT expectation is for Tenderers to cost 3 options for Recruitment of which SmartRecruiters is one.	Clause J.9.3.1 d. iii																																

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
			iii. Tenderers are requested to provide separate cost estimates for three options for implementation given high priority of recruitment: (1) Retain ECC6 Recruitment in Release 1 and ensure integration between ECC6 and SAP SuccessFactors Employee Central to remediate the current ECC6 Recruitment solution to still function in the scenario where SmartRecruiters for SAP SuccessFactors is only implemented in Release; AND 400 TENDER NO: 279C/2025/26 (2) Greenfield implementation of SuccessFactors Recruitment in either Release 1 or Release 2. Both release options must be separately costed. AND (3) SmartRecruiters in either Release 1 or Release 2. Both release options must be separately costed.	
60	26/06/26	In SF- Profile Structure, should also consider enablement of Talent Intelligence Hub, to ensure comprehensive Job Role/ Profile Structures. Hope this can be considered in scope.	Talent Intelligence Hub may be considered as part of the Tenderer's proposed SAP SuccessFactors solution approach where it supports the required Job Role/Profile Structure and Talent Management requirements. Tenderers must consider the HR scope and future requirements as set out in the tender and BRTM. Detailed validation may be undertaken during Stage 2 engagement.	BRTM provided for download with tender
61	26/06/26	In current HRMS, any foundation/ base functionalities of SF Platform/ EC currently used? Our understanding is only HCM-ECC supports current HRMS capabilities, kindly confirm.	Confirmed. CCT does not currently use SAP SuccessFactors Platform/Foundation or Employee Central base functionality for the current HRMS landscape. The current HRMS capabilities are supported through SAP HCM ECC. Tenderers must consider the HR scope and future requirements as set out in the tender and BRTM. Detailed validation may be undertaken during Stage 2 engagement.	BRTM provided for download with tender
62	26/06/26	In Time, understand we have complex customizations. While some key features of attendance/ shift management are supported in Time Tracking, additional features like Roster Management would require BTP layer to support.	CCT's current Time Management landscape includes complex customisations, including attendance, shift and roster-related requirements. Tenderers must consider the Time Management scope and requirements as set out in the tender and BRTM and must propose a solution approach using standard SAP capability as far as possible. Where additional platform capability, extension or integration is proposed, the response must clearly describe the proposed functionality, dependencies, licensing implications and integration considerations. Tenderers must consider the HR scope and future requirements as set out in the tender and BRTM. Detailed validation may be undertaken during Stage 2 engagement.	BRTM provided for download with tender
63	26/06/26	Time feeding payroll, if heavy customizations are involved, H4S4 would be better option to consider as it may help retain all customizations effectively with very minimum build effort. Hope, consideration of H4S4 for Payroll as one of solutioning option?	H4S4 may be considered as one of the solution options for Payroll and Time where it supports the tender requirements and the current level of customisation. Tenderers must not limit their response to H4S4 only and must consider the full HR, Time and Payroll requirements set out in the tender and BRTM, including SAP SuccessFactors / Employee Central Payroll options where applicable. Tenderers must consider the HR scope and future requirements as set out in the tender and BRTM. Detailed validation may be undertaken during Stage 2 engagement.	J.9.3 BRTM provided for download with tender
64	26/06/26	If Recruiting/ Onboarding- are planned as part of Release 1, still the cost estimate covering the Manual Onboarding	CCT currently has recruitment and onboarding capability in the SAP ECC landscape. Tenderers must price and respond in accordance with the tender requirements and applicable price schedules. Where	J.9.3

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
		(Remediation effort required if Recruiting/ Onboarding not in place) option required?	Recruiting and/or Onboarding are not proposed for Release 1, the Tenderer's response must clearly indicate how the current capability will be retained, remediated or supported as part of the Release 1 technical upgrade / transition approach. Tenderers must consider the HR scope and future requirements as set out in the tender and BRTM. Detailed validation may be undertaken during Stage 2 engagement.	BRTM provided for download with tender
65	26/06/26	Payroll considered only for South Africa or any other countries considered in scope?	Yes, Payroll is only considered for South Africa. J.9.2 END GOAL: PAYROLL (F10) 1. The end goal of the payroll portion of the CAR CORE implementation will be to successful implementation of a payroll system that allows for compliance in respect of payroll related applicable laws, regulations, and collective agreements in South Africa (e.g. Income Tax, BCEA and other.).	J.9.2
66	26/06/26	How many active contracts are expected to be migrated from the existing ECC system?	Statistics provided in BRTM under tab "SAP Statistics 27 November 2025". No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
67	26/06/26	Other than Lease-in and Lease-out, does manages the service contracts as well?	Yes. CCT currently uses SAP Real Estate for Lease-in, Lease-out, room reservations and other general property-related contracts, including permit-related arrangements where applicable. Tenderers must consider the Real Estate scope and requirements as set out in the BRTM. No further detailed process breakdown will be provided as part of Stage 1. Successful Tenderers may validate the detailed contract types, processes and configuration during Stage 2 system assessment.	BRTM provided for download with tender
68	26/06/26	Are the current integrations from RE-FX to external systems loosely coupled and reusable, or are they heavily customized and system-dependent?	The current RE-FX integrations with external systems are largely customised and system dependent. Tenderers should not assume that these integrations are loosely coupled or directly reusable without assessment. The relevant Real Estate / Property Value Chain scope and integration requirements must be considered as set out in the BRTM and tender specifications. No further detailed integration design breakdown will be provided as part of Stage 1. Successful Tenderers may validate the detailed integration landscape, reusability and remediation requirements during Stage 2 system assessment.	BRTM provided for download with tender
69	26/06/26	What reconciliation and validation controls are required to ensure property values and ownership data remain consistent between RE-FX, GRM, and external source systems?	Reconciliation and validation requirements are included in the Real Estate / Property Value Chain BRTM scope and must be addressed in the Tenderer's proposed approach. Detailed controls, source-of-truth rules, exception handling and approval workflows will be confirmed during detailed design. No further process-level detail will be provided as part of Stage 1.	BRTM provided for download with tender
70	26/06/26	Should approved zoning changes automatically update RE-FX? And do zoning changes impact valuation or rental calculation?	Approved zoning changes are captured in the third-party GIS system through the applicable GIS capture process and interfaced to SAP, where the zoning information forms part of the Land Parcel data. Zoning information may also generate a message to the third-party GRM system used by the Valuations department, as zoning may impact property valuations. Tenderers must consider the Property Value Chain / Real Estate scope, integration requirements and related BRTM requirements. Detailed validation may be undertaken during Stage 2 system assessment.	BRTM provided for download with tender

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
71	26/06/26	Please clarify the types of expenses that need to be tracked through the SAP RE-FX solution.	Approved zoning changes are captured in the third-party GIS system through the applicable GIS capture process and interfaced to SAP, where the zoning information forms part of the Land Parcel data. Zoning information may also generate a message to the third-party GRM system used by the Valuations department, as zoning may impact property valuations. Tenderers must consider the Property Value Chain / Real Estate scope, integration requirements and related BRTM requirements. Detailed validation may be undertaken during Stage 2 system assessment.	BRTM provided for download with tender
72	26/06/26	Is there a single end-to-end process today covering Town Planning, Building Control, Property Registration/Transfer, Valuation, Revenue Clearance, and Billing, or are these managed in separate systems?	Approved zoning changes are captured in the third-party GIS system through the applicable GIS capture process and interfaced to SAP, where the zoning information forms part of the Land Parcel data. Zoning information may also generate a message to the third-party GRM system used by the Valuations department, as zoning may impact property valuations. Tenderers must consider the Property Value Chain / Real Estate scope, integration requirements and related BRTM requirements. Detailed validation may be undertaken during Stage 2 system assessment.	BRTM provided for download with tender
73	26/06/26	What custom developments currently support reservation management? And how are reservations tracked?	Approved zoning changes are captured in the third-party GIS system through the applicable GIS capture process and interfaced to SAP, where the zoning information forms part of the Land Parcel data. Zoning information may also generate a message to the third-party GRM system used by the Valuations department, as zoning may impact property valuations. Tenderers must consider the Property Value Chain / Real Estate scope, integration requirements and related BRTM requirements. Detailed validation may be undertaken during Stage 2 system assessment.	BRTM provided for download with tender
74	26/06/26	Which Land Use Management processes are currently higher degree of customisation in SAP ECC, and what business or legislative requirements drive these customizations?	Approved zoning changes are captured in the third-party GIS system through the applicable GIS capture process and interfaced to SAP, where the zoning information forms part of the Land Parcel data. Zoning information may also generate a message to the third-party GRM system used by the Valuations department, as zoning may impact property valuations. Tenderers must consider the Property Value Chain / Real Estate scope, integration requirements and related BRTM requirements. Detailed validation may be undertaken during Stage 2 system assessment.	BRTM provided for download with tender
75	26/06/26	Property Value Chain / Real Estate Management 331 workflows will be lift n shift or which approval workflows need to redesign?	The approach for Workflow is set out under J.11.8 Proposed Future Architecture: Workflow (G5). Tenderers must consider the Property Value Chain / Real Estate workflow requirements as set out in the BRTM, together with the future workflow approach in the tender. For Release 1, workflow requirements must be addressed in line with the technical upgrade / transition approach and the requirements stated in the tender. Detailed workflow redesign requirements will be confirmed during the relevant design phase and, where applicable, Stage 2 engagement. a. Workflow: Transition to SAP workflows. i. Tenderers must provide separate cost estimates for the following two implementation options: (1) Migrating and remediating the current workflows in Release 1; AND 412 TENDER NO: 279C/2025/26 (2) Transitioning to Flexible Workflows in either Release 1 OR Release 2. Both release options must be separately costed. ii. Where the transition to Flexible Workflows is implemented in Release 2, tenderers must ensure full continuity of workflows in Release 1 through remediation activities.	J.11.8

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76	26/06/26	Route Project for Approval-Is this related to opportunity approval or project investment approval?	The requirement relates to both project opportunity approval and project investment approval, as applicable in the project lifecycle. Project opportunity approval is used to assess whether a project is a strategic and operational fit for the business / CCT, including feasibility assessment through questionnaire-based scoring. Following screening, project investment approval is undertaken to secure the required capital or budget approvals. Tenderers must consider the Portfolio, Programme and Project Management requirements as set out in the BRTM. Detailed validation may be undertaken during Stage 2 system assessment.	BRTM provided for download with tender
77	26/06/26	"Route Project Cost for Approval-Is cost estimation performed in SAP PS, or is it done using an external tool?	All Cost estimations are proposed and approved in SAP PPM and then captured in Investment Management and released in SAP PS.	BRTM provided for download with tender
78	26/06/26	Route Project Schedule for Approval-Is project scheduling handled within SAP PS, or is a third-party tool used, such as Primavera or Microsoft Project?	SAP PS is used for cost collection; SAP PPM cProjects integrates to Microsoft Project for detailed scheduling.	BRTM provided for download with tender
79	26/06/26	Is project progress updated manually, or is there any automated program or system used for tracking?	We have project progress comments and project governance solutions in SA PPM which we use for updating project progress.	BRTM provided for download with tender
80	26/06/26	Is detailed project progress tracked in SAP PS, while high-level progress is monitored in SAP PPM?	Detailed project progress is monitored in cProject and high-level is monitored in SAP PPM. SAP PS is used for cost collection not scheduling.	BRTM provided for download with tender
81	26/06/26	Is the budgeting process for CAPEX and OPEX managed in SAP PS using the Investment Management (IM) module? Also, is the project status updated from SAP PS to SAP PPM?	Proposals and approvals for CAPEX and OPEX are managed in SAP PPM. Budgeting process is managed in SAP PS using IM for CAPEX and for OPEX budgeting process is only managed in SAP PS.	BRTM provided for download with tender
82	26/06/26	How is cost estimation performed? Is the by SAP System or in excel and uploading or any third party tool in use?	We have custom financial planning tool in SAP PPM where we do cost estimates/planning before proposals and approval.	BRTM provided for download with tender
83	26/06/26	Create forecast budget plan- is this forecasting cost?	Forecast Budget Plan refers to forecasting costs , this is done in SAP PPM.	BRTM provided for download with tender
84	26/06/26	schedule review /Gantt chart in SAP PS or in third party planning tool?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
85	26/06/26	Is employee master available in SAP for resource planning?	Yes, the employee master is available in SAP.	BRTM provided for download with tender
86	26/06/26	Is all type of project(capex/opex) handled by WBS elements? and linked with PPM dashboard?	Yes, all projects(Capex/Opex) are handled by WBS elements. Not all OPEX projects are linked to PPM dashboard as other OPEX projects only exist in PS. All CAPEX projects are linked with PPM Dashboard as all these are in PPM.	BRTM provided for download with tender
87	26/06/26	BRTM Mentions 'Conduct Depreciation Simulation for the project' in line 4544. Could you explain in details about the requirements	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender

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88	26/06/26	BRTM Mentions 'Extract: Details of R50m Projects Tool'. Could you explain in details about the requirements	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
89	26/06/26	BRTM Mentions 'GPS Coordinates Upload Tool' Could you explain in details about the requirements	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
90	26/06/26	Fund Management and SAP PS : need clarity of investment planning and budget process.	All scope and requirements are listed in the BRTM with requirements on tab "Business Requirements 27 Nov 25". No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
91	26/06/26	The processes related to SAP PPM documented in the BRTM appear to follow standard functionality. However, there is also mention of maintaining certain custom fields using SM30. Therefore, clarification is required regarding the approach for custom field maintenance.	Certain SAP PPM requirements include custom field and custom table maintenance. Where table maintenance is required and input is performed by business users, a controlled custom transaction may be provided instead of direct table maintenance. Tenderers must consider the SAP PPM scope and related custom field/table maintenance requirements as set out in the BRTM. No further table-level or configuration-level detail will be provided as part of Stage 1. Successful Tenderers may validate the detailed configuration, custom fields, workflows and remediation approach during Stage 2 system assessment.	BRTM provided for download with tender
92	26/06/26	Please Clarify what is property rates subsystem in current SAP module for IS-Utilities and how this business process works	Property Rates is under SAP Utilities-Billing and Invoicing. ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
93	26/06/26	Does CCT want to switch to Dunning by collection strategy from Dunning by dunning procedure	No. Based on the like-for-like approach for Release 1, CCT will continue to perform dunning by dunning procedure and does not require a move to dunning by collection strategy.	BRTM provided for download with tender
94	26/06/26	Are we expecting to deliver the Customer engagement (Which is replacing CIC0 in S4 HANA) in release 1 which is technical upgrade	Yes, as per J.6.2.1 g. g. Customer Interaction Centre (CIC0) Replacement: The tenderer must assess and replace CIC0 transaction functionality with the appropriate standard SAP S/4HANA functionality as part of the technical upgrade, ensuring that current business processes supported by CIC0 continue to be catered for in SAP S/4HANA.	J.6.2.1 g.
95	26/06/26	Are we expected to deliver Ariba CLM solution and integrate it with S4 for operational contracts/scheduling agreements or is CLM solution yet to be finalized ?	Tenderers are expected to propose an approach for SAP Ariba Contract Lifecycle Management (CLM) and its integration with SAP S/4HANA where this supports the CLM and operational procurement requirements. The tender indicates that the current custom-developed Contract Register and Monitoring System (CRMS) must be evaluated during detail design to determine whether it can be replaced by SAP Ariba functionality. CCT's preference is to make use of standard SAP functionality as far as possible, subject to meeting the CCT requirements.	J.8.5.3 n
96	26/06/26	By Ariba Catalogue, is the understanding here to deploy buying channels via Guided buying to enable procurement via catalogues, contracts and other channels?	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender

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97	26/06/26	If Ariba CLM is in scope, which phase is it supposed to be delivered in ?	After Release 1	J.8.5.3 g
98	26/06/26	Please clarify the expected supplier risk capabilities, including whether CCT requires risk scoring, supplier segmentation, performance monitoring, compliance tracking, sanctions/restricted vendor checks, and alerting.	Supplier risk-related capabilities, including supplier risk scoring, supplier segmentation, performance monitoring, compliance tracking, sanctions/restricted vendor checks and alerting, are not part of the Release 1 like-for-like technical upgrade scope unless explicitly required elsewhere in the tender. Most of the current supplier risk-related activities is performed outside SAP where applicable.	BRTM provided for download with tender
99	26/06/26	Please confirm whether reference projects for Strategic Sourcing, Procurement, Supplier Onboarding, and Ariba Buying for SAP S/4HANA must be from public sector/municipality implementations, or whether large enterprise/private sector references are acceptable.	No specific preference is stipulated for public sector, municipal or private sector reference projects. Tenderers may submit relevant reference projects in accordance with the tender requirements. However, the references should demonstrate comparable scope, scale, complexity, integration requirements and relevance to the required Strategic Sourcing, Procurement, Supplier Onboarding and SAP Ariba Buying / SAP S/4HANA capabilities.	BRTM provided for download with tender
100	26/06/26	As the readiness assessment analysis is performed in ECC - can we have the readiness report?	All relevant information is included in the Tender document for Stage 1 and the Business Requirements Traceability Matrix (BRTM). No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2	BRTM provided for download with tender
101	26/06/26	Is SASUG active (to have the log of custom programs in use for last 1-2 years) in ECC? Can we have the complete list of all the custom programs?	Yes. All relevant information is included in the Tender document for Stage 1 and the Business Requirements Traceability Matrix (BRTM). No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2	BRTM provided for download with tender
102	26/06/26	Can we have the Simplification Item check report?	All relevant information is included in the Tender document for Stage 1 and the Business Requirements Traceability Matrix (BRTM). No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2	BRTM provided for download with tender
103	26/06/26	Share EWA Report for production systems	All relevant information is included in the Tender document for Stage 1 and the Business Requirements Traceability Matrix (BRTM). No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2	BRTM provided for download with tender
104	26/06/26	Please provide complete SAP Landscape Architecture	The SAP architecture is provided in section L.3.2 City of Cape Town SAP Environments.	L.3.2
105	26/06/26	Can you confirm the permissible downtime window for Production	No downtime is allowed unless prior approval is obtained by top management for upgrade and security reasons	
106	26/06/26	Share complete list of interfaces - SAP and 3rd party both	Included in the BRTM under tab "Integration Repository (G1)"	BRTM provided for download with tender
107	26/06/26	Number of Transports to production on a weekly basis (average) and permissible change freeze at time of Production Migration (Release 1)	The average number of transports to Production is approximately 39 per week, with a maximum of 235 and a minimum of 1 transport per week. The permissible change freeze period for Release 1 production migration will be determined as part of the detailed cutover and migration planning. Tenderers must allow for an appropriate change freeze aligned to the approved Release 1 migration/cutover plan,	

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			business continuity requirements and CCT governance processes.	
108	26/06/26	What is the total number of SAP roles in the system, and does the role design follow a Single Role approach or a Master/Derived Role concept?	Statistics provided in BRTM under tab "SAP Statistics 27 November 2025". No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.	BRTM provided for download with tender
109	26/06/26	Total number of Fiori application in use? Share list of both Custom and standard apps in use	Based on current information, CCT is currently using 21 SAP Fiori applications. This includes 4 standard SAP Fiori applications that have been extended. In addition, 17 standard SAP Fiori applications have been downloaded from the SAP Store. CCT also has approximately 35 custom UI5 applications. Detailed validation of the full application list, including standard, extended and custom UI5 applications, may be undertaken during Stage 2 system assessment.	J.11.8.1 Release 1
110	26/06/26	"In the BRTM file, within the "Level 1 to Level 4 Processes" sheet, several line items do not have corresponding SAP transaction codes assigned. 1. Should these line items still be considered? If so, are these processes executed within SAP ERP or handled outside the system? 2. Do these represent new processes that need to be defined within the system?"	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. Read tab "Level 1 to Level 4 Processes" together with tab "Business Requirements 27 Nov 25" CCT is in the process to populate the corresponding SAP transaction codes, with population of some line items still in progress and empty in the BRTM that was issued with the tender. Functionality not in SAP currently is marked as "TO INCLUDE" or "FUTURE" under tab "Business Requirements 27 Nov 25" and column :Scope Business Priority". Functionality currently in SAP is marked as "CURRENT" in same column.	BRTM provided for download with tender
111	26/06/26	The BRTM provides business requirements categorized under Level 1 to Level 4; however the RFP does not clearly identify which SAP EHS/EHSM functionalities (Incident Management, Occupational Health, Risk Assessment, other custom solutions) are currently implemented or uses in the existing ECC system and which functionalities are expected to be delivered as part of the future SAP S/4HANA implementation	See response to Question 110	Notice 2 – Question 110
112	26/06/26	Which SAP EHS/EHSM components are expected in Release 2?	SAP S/4HANA Environment, Health and Safety (EHS) is expected in the Post Release 1 / Release 2 transformation scope as a greenfield implementation. CCT currently uses limited EHS functionality, but requires full functionality as stated in the BRTM. The specific EHS/EHSM components and scope must therefore be addressed against the BRTM, with final confirmation during detailed design.	BRTM provided for download with tender
113	26/06/26	"The RFP states "Limited Functionality" What functionality is currently available and what additional functionality is expected in S/4HANA?"	Provision of scope and requirements as defined in BRTM tabs "Level 1 to Level 4 Processes" and "Business Requirements 27 Nov 25". CCT is in the process to populate the corresponding SAP transaction codes, with population of some line items still in progress and empty in the BRTM that was issued with the tender. Functionality not in SAP currently is marked as "TO INCLUDE" or "FUTURE" under tab "Business Requirements	BRTM provided for download with tender

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			27 Nov 25" and column :Scope Business Priority". Functionality currently in SAP is marked as "CURRENT" in same column.	
114	26/06/26	The RFP mentions "Full Functionality" What are the acceptance criteria for considering the SAP S/4HANA EHS implementation complete?	Provision of scope and requirements as defined in BRTM tabs "Level 1 to Level 4 Processes" and "Business Requirements 27 Nov 25".	BRTM provided for download with tender
115	26/06/26	Since RFP mentions Employee Central - Should SAP EHS integrate directly with success Factors Employee Central and what employee data will be synchronized?	It is for the Tenderer to include approach based on CCT requirements as per clause 2.2.1.1.6.1 (f.1) 1 (f.1) Instructions for Completing Proposed Tender Methodology and Approach write-up 1. Provide the "Proposed Tender Methodology and Approach write-up" that include the following separate sections as per the "Contents Page" template. a. the "Project Strategy, Methodology and Approach – Technical" section defines how the CCT Scope of Work will be achieved. This is to be documented per Project Dimensions and further broken down per Focus Group. This write-up must include the proposed solution architecture details, including proposed SAP HANA licenses required. The write to take into consideration the CCT expectations provided as: i. Proposed (Possible) End-State Architecture in C.5 Figure C.5.1; ii. Required End Goals and Proposed Future Architecture in Annexure J; iii. Scope and Requirements captured in the BRTM in Annexure I; and iv. Functional Requirements Frameworks in Annexures K.9 to K.13;	Clause 2.2.1.1.6.1 (f.1) 1
116	26/06/26	Which archiving tool is in use? Current size of archived data?	SAP ADK and SARA are only archiving functionality used for SAP.	
117	26/06/26	Could you please confirm on the number of years and the volume estimates to be migrated from current archived data to Open Text?	No confirmed number of years or volume estimate for migration of current archived data to SAP Extended Enterprise Content Management / OpenText is provided. Tenderers must state assumptions in their response. Migration scope, years, volumes and retention requirements will be confirmed during detailed design in line with J.12.3.	
118	26/06/26	Please confirm the number of sources for migration of data to Open Text? (Existing data which is archived or from ECC (SOFTCON1 table or both)	Will be confirmed during detail design as per clause J.12.3.1. d. Migrate ECC Archive Files: The expectation is to migrate the current SAP archive files to the OpenText Archiving and Document Access by OpenText. e. Set-up of Retention Rules in SAP S/4HANA: The expectation is to configure retention rules using SAP Information Lifecycle Management (ILM) for SAP S/4HANA. The number of archiving objects will be confirmed during Detailed Design. f. Set-up of Retention Rules in Cloud Solutions: The expectation is to configure retention rules for SAP Cloud solutions deployed in Release 1. The number of applicable archiving objects will be confirmed during Detailed Design.	J.12.3.1
119	26/06/26	What overall residence time and retention periods have the City approved?	Will be confirmed during detail design as per clause J.12.3.1. d. Migrate ECC Archive Files: The expectation is to migrate the current SAP archive files to the OpenText Archiving and Document Access by OpenText. e. Set-up of Retention Rules in SAP S/4HANA: The expectation is to configure retention rules using SAP Information Lifecycle Management (ILM) for SAP S/4HANA. The number of archiving objects will be confirmed during Detailed Design. f. Set-up of Retention Rules in Cloud Solutions: The expectation is to configure retention rules for SAP Cloud solutions deployed in Release 1. The number of applicable archiving objects will be confirmed during Detailed Design.	J.12.3.1
120	26/06/26	What Archive objects / deletion objects already enabled?	Yes. The tender does not provide a detailed list of enabled archive objects/deletion objects as part of Stage 1. Applicable archiving objects for SAP S/4HANA and SAP Cloud solutions will be confirmed during detailed design as per J.12.3.	
121	26/06/26	Confirmation of expected current database size when we start migration	The current SAP ECC production database size is approximately 39.14TB, PSRM production database size is approximately 9.24TB, CRM production database size is approximately 10.52TB and BW production database size is approximately 13.15TB as at the latest available measurement. CCT is currently undertaking database size reduction activities; however, the final database size at migration start is not yet confirmed. This figure is therefore provided as indicative current-state information for Stage 1 sizing purposes. Tenderers must take into account that the database size may change before migration and may validate	Annexure L – Current SAP Environments / SAP Statistics where applicable; Stage 2 system assessment

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
			the database size and related technical details during Stage 2 system assessment. CCT archiving initiatives are in progress, including review and finalisation of retention periods as part of the CCT Data Archiving Framework, to ensure that the database size is compatible with anticipated S/4 on-premise size without scaling up or scaling out. As per J.12.3.1 c "ii. Archive Current SAP solutions data: The expectation is not to migrate all data in the current SAP solutions and to archive the data not migrated as per the guidelines in the CCT Data Archiving Framework that will be provided at the start of this project."	J.12.3.1 c ii.
122	26/06/26	Kindly confirm the intended relationship between clause 28.1 and clauses 28.2–28.5, in particular whether the limitations and carve-outs in clause 28.1 apply across all liability and indemnity provisions in clause 28. Kindly clarify the intended interaction between clauses 28.1 and 28.4, specifically whether clause 28.4 is intended to supplement or override the framework established in clause 28.1. There seems to be a contradiction in that 28.4 excludes all liability for consequential losses but 28.1 excludes liability for consequential losses but has carve outs listed.	The clauses are intended to operate cumulatively and must be interpreted together. Clause 28.4 is not intended to introduce a separate or broader exclusion of liability than that contained in clause 28.1, nor is it intended to remove any liability expressly preserved elsewhere in clause 28.	
123	26/06/26	IDP - What are the expected transaction volumes per verification type per month (RSA IDV, refugee, biometrics, fraud checks, business verification checks)?	The BRTM SAP Statistics tab provides e-Services usage statistics, including total registered e-Services users, average monthly active logins, and average new user registrations per month. Detailed validation may be undertaken during Stage 2.	BRTM provided for download with tender
124	26/06/26	IDP - Would ALL citizens be expected to go through the Biometric verification check?	No. The City does not currently use biometric verification for e-Services registration, and the tender does not state that all citizens must undergo biometric verification. The tender refers to single identity, Single-Sign-On (SSO) and Multi Factor Authentication (MFA) where applicable, and identity creation via the Identity Lifecycle Management solution.	
125	26/06/26	IDP - What are the primary onboarding/registration channels (web portal, mobile app, call centre)?	The current external registration channel is the e-Services external web portal. No biometric registration channel is currently used.	
126	26/06/26	IDP - What level of assurance is required for identity verification (basic KYC vs high assurance biometric aligned with FIC requirements)	The tender does not prescribe a specific identity assurance model such as basic KYC, high-assurance biometric verification, or FIC-aligned identity verification for all users. The current e-Services registration process does not use biometric verification.	
127	26/06/26	IDP - Should the identity risk scoring model be predefined and configured by TU r, or does the City require control over defining and customizing scoring rules and thresholds?	No specific identity risk scoring model, scoring provider, rules engine or threshold model is prescribed in the tender.	
128	26/06/26	IDP - Does the City require a numeric score (e.g. 0–100), categorical output (Low/Medium/High) ?	No specific scoring output is prescribed.	

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
129	26/06/26	IDP - Are there specific fraud data sources such a or internal City datasets that must be incorporated into the scoring model, in addition to external sources	No specific external or internal fraud data sources are mandated in the tender.	
130	26/06/26	IDP - "Can the City clarify the expected depth of pattern recognition to be applied within the identity scoring process? Can the City confirm whether pattern recognition is required only at the point of registration, or whether continuous monitoring of user behaviour throughout the identity lifecycle is expected? Specifically, should the solution extend beyond basic identity verification to include advanced analytical capabilities such as: Cross-channel behaviour analysis (e.g. interactions across web, mobile, and call centre platforms) • Device fingerprinting and detection of repeat or linked device usage • Historical transaction and verification behaviour (e.g. prior applications, failures, or repeated attempts) • Identity attribute reuse across individuals (e.g. shared phone numbers, email addresses, or physical addresses) • Velocity and frequency-based checks (e.g. multiple verification attempts within short timeframes) • Geolocation consistency checks (e.g. mismatch between declared address and access location) • Ongoing lifecycle monitoring versus point-in-time onboarding assessment	The tender does not prescribe advanced pattern recognition, device fingerprinting, geolocation checks, velocity checks, cross-channel behavioural analysis, identity attribute reuse checks, or continuous lifecycle monitoring as mandatory requirements. The current e-Services registration process does not use biometric verification.	
131	26/06/26	IDP - Can the City confirm whether the identity proofing solution is required to include screening against global sanctions lists, Politically Exposed Persons (PEP) databases, and adverse media sources as part of the risk assessment and scoring process	No. The tender does not prescribe screening against global sanctions lists, Politically Exposed Persons databases or adverse media sources as mandatory requirements for identity proofing.	
132	26/06/26	IDP - Can the City clarify - Of the example data sources listed (e.g. consumer credit data, social security data, telecommunications data, utilities, and address data), can the City confirm which are mandatory for compliance and which are considered optional	City did not provide examples of data sources.	

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
		or supplementary or these were used as examples?		
133	26/06/26	IDP - Does the City expect the inclusion of alternative data sources (e.g. telecommunications data, utility payments, and behavioural or digital footprint data) to support identity verification for individuals with limited traditional credit history?	The tender does not prescribe the use of alternative data sources such as telecommunications data, utility payment data, behavioural data or digital footprint data to support identity verification for individuals with limited traditional credit history.	
134	26/06/26	IDP - In cases where the multiple data sources provide conflicting information (e.g. differing addresses or contact details), can the City clarify how such discrepancies should be resolved within the identity evaluation process	Requirements provide in the BRTM and further clarification will be done in Detail Design workshops.	BRTM provided for download with tender
135	26/06/26	IDP - Can the CCT please indicate whether they wish to store local datasets of verification evidence to test civilian identities with, or each and every check will be done against TU?	Requirements provide in the BRTM and further clarification will be done in Detail Design workshops.	BRTM provided for download with tender
136	25/06/26	The tender states that the high-level implementation schedule (Figure 2) is a 'possible... approach and sequence that is not prescriptive.' How will alternative implementation schedules proposed by bidders be evaluated? Will proposals that adhere strictly to the suggested schedule be scored more favourably, or is innovation in the project plan encouraged? Rationale: To understand the City's flexibility and appetite for bidder-proposed innovations in the project timeline, which could significantly impact efficiency, risk, and cost.	No, strict adherence to suggested schedule will NOT be scored more favourably. As per clause 2.2.1.1.6.1 f.1 a "Project Strategy, Methodology and Approach – Technical" section defines how the CCT Scope of Work will be achieved. " As per clause 2.2.1.1.7 b noncompliance is "2. not aligning to Solution Scope of Work", "3. not providing a proposed project implementation schedule that is realistic, complete, sequenced, dependency-based, aligned to the Implementation Services, Project Dimensions, Price Schedules and required project milestones, and capable of supporting delivery within the contract period and CCT's required implementation outcomes" OR "4. not aligning to anticipated project implementation timelines in anticipated manner." Point 4 refers to the 3 financial years for implementation timeline.	2.2.1.1.6.1 f.1 a 2.2.1.1.7 b 2 & 3
137	25/06/26	Release 1 is described as a 'technical upgrade that minimises change,' yet it also lists the implementation of new solutions like SAP Service Cloud, SuccessFactors, Asset Management, and others. Please provide a clear definition of the expected functional scope for Release 1 versus what is considered a purely technical migration. Rationale: To clarify the exact boundaries of Release 1 and avoid scope creep. Understanding whether this phase is a 'lift and shift' or a hybrid with new functionalities is critical for accurate effort estimation.	Provision is made in Price Schedule 1 to cost implementation of new solutions separate from technical upgrade. In instances where expectation is for costing of a new solution in either Release 1 or Release 2; separate costing lines are provided in Price Schedule 1. The final decision on implementation timing of new solutions will be confirmed during the design workshops. See response to Question 11 on Notice 1.	Price Schedule 1 Question 11 - Notice 1

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
138	25/06/26	The tender refers to the technical upgrade as a 'minimum viable solution.' Could the City please provide a detailed, measurable set of criteria that defines a 'minimum viable solution' for the successful go-live of Release 1? Rationale: To establish clear, objective criteria for the completion of the first major phase and to mitigate the risk of differing expectations between the City and the bidder.	See definition for "Like-for-Like" under clause 2.1.2.3.31 2.1.2.3.31 "Like-for-Like" means the principle applicable to Release 1 – Technical Upgrade, where the technical upgrade must preserve CCT's existing operational capability while converting the current SAP ECC6 functionality to the corresponding SAP S/4HANA capability. For Release 1 – Technical Upgrade, "Like-for-Like" means: a. The SAP S/4HANA upgrade scope includes all functionality, developments, configurations, integrations and project implementations existing within the CCT SAP landscape at the commencement of the project. b. Existing business processes are to be retained in their current form unless a change is required due to SAP S/4HANA technical constraints. c. Existing system functionality is to be preserved, including custom developments, unless remediation is required to enable compatibility. d. Existing third-party and non-SAP solutions currently integrated with SAP are to remain in place and be technically enabled for continued operation, through minimum necessary remediation where technically feasible. e. No large-scale business process redesign, optimisation, or transformation is required as part of Phase 1. f. Any proposed deviations from a like-for-like approach must be, clearly identified, technically justified and explicitly approved by the CCT. g. Where ambiguity exists between the terms "minimum viable", "technical upgrade" and "like-for-like", the "like-for-like" definition shall prevail for Release 1 – Technical Upgrade. For Release 1, "minimum viable" shall not be interpreted as a reduced functionality footprint, but as the minimum viable technical solution required to preserve existing operational capability, continuity of business processes, integrations, data and required system functionality, unless otherwise approved by CCT. CCT must have ability to perform all current SAP functions in the new SAP solution landscape after the technical upgrade.	2.1.2.3.31
139	25/06/26	The tender places responsibility on the bidder for 'integration reworks required across SAP and non-SAP systems.' Can the City provide a comprehensive landscape of all current non-SAP systems that will require integration, including documentation on their current API versions, protocols, data formats, and points of contact? Rationale: To accurately assess the technical complexity and effort required for integrating numerous third-party systems. Without this information, the integration scope is a significant unknown and a major project risk.	Details provide in BRTM under tab "Integration Repository (G1)"	BRTM provided for download with tender
140	25/06/26	Regarding integration reworks, if a delay is caused by the unresponsiveness or technical inability of a third-party system owner (not CCT or the bidder), what is the contractual process for managing such a delay and any resulting schedule adjustments? Rationale: To clarify the contractual handling of external dependencies that are outside the bidder's direct control but which can impact the project timeline.	Part of CCT GCC's and SCC's in Stage 2 of the procurement process. As per clause 2.1.5.2 (ii) "b. Tenderer will be given the CCT General Conditions of Contract (GCC's) and Special Conditions of Contract (SCC's)."	2.1.5.2 (ii) b.
141	25/06/26	The tender mentions the City's internal Custom Code Remediation (CCR) project. Will the City guarantee the completion and S/4HANA compliance of all custom code remediation before the relevant project phases begin? Will a full report of all remediated objects be provided? Rationale: The state of custom code is a major dependency.	As per clause 2.1.5.2 (ii) "a. Tenderer will be granted access to CCT SAP systems and have opportunity to engage with CCT to validate and finalize their pricing schedules."	2.1.5.2 (ii) a

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
		This question seeks assurance that this internal CCT project will not become a bottleneck for the main implementation.		
142	25/06/26	The scope for EPIC Contraventions is listed as optional. When does the City anticipate making a decision on whether to include this scope? Will the pricing for this optional component need to remain valid for a specific period post-award? Rationale: The inclusion or exclusion of this scope significantly impacts project resources, planning, and overall cost. Clarity is needed for commercial planning.	As per clause 4.1.2.4 EPIC Contraventions must be costed separately in Price Schedule 3 on Release 1 - Technical Upgrade timeline as per J.13.2. As per clause 4.1.2.4 "e) It is mandatory that the Tenderer submit a completed/filled-in EPIC Contraventions price schedule and not leave it blank." Decision on inclusion of EPIC Contravention scope will be made during award.	4.1.2.4 J.13.2
143	25/06/26	What are the evaluation weightings between the Technical Proposal (Functionality Score) and the Financial Proposal (Price and Preference Points)? Rationale: To understand how the final award decision will be made and to tailor the proposal strategy accordingly.	There is no evaluation weighting between Technical Proposal (Functionality Score) and the Financial Proposal (Price and Preference Points). Tenderers who past Stage 1, which include Functional Score, will proceed to Stage 2 which is for Price and Preference Points as per clause 2.1.5.2 (b) b. b. Only Tenderers who comply with the below will be invited to continue to Stage 2: i. clause 2.2.1.1.5 being Accredited and Authorised, AND ii. clause 2.2.1.1.6 to achieve the minimum score for Functionality; AND iii. clause 2.2.1.1.7 being compliant to CCT specifications.	2.1.5.2 (b) b.
144	25/06/26	The tender notes that the CCT ERP Support Centre (ESC) team will be paired with the bidder's resources. What is the expected level of dedication (e.g., full-time, part-time) and availability of these key CCT resources throughout the project lifecycle? Rationale: Client resource availability is a critical success factor. This information is essential for creating a realistic project plan, and for managing knowledge transfer and joint responsibilities.	As per clause K.5.3 "The Tenderer must identify the proposed resource-pairing approach in the implementation organisation structure and Knowledge Transfer and Enablement Plan, including the relevant Authorised Implementing Agent roles, corresponding CCT/ESC roles, knowledge-transfer activities, shadowing and reverse-shadowing activities, and evidence required to confirm transfer of operational capability." Tenderer to include assumptions and risks to cater for knowledge transfer; and price accordingly.	K.5.3
145	25/06/26	The requirement for Critical Roles is '8 years SAP experience, including full upgrade or implementation cycle experience of SAP S/4HANA.' Does this mean a single full-cycle S/4HANA project is sufficient, or is experience across multiple cycles expected? Rationale: To ensure our proposed key personnel meet the precise experience requirements and to avoid misinterpretation during evaluation.	A single full-cycle S/4HANA project is sufficient as long as it includes full upgrade or implementation cycle experience.	
146	25/06/26	For Release 1 Technical upgrade, it has to be performed primarily as a overarching technical activity	See response to Question 11 on Notice 1.	Notice 1 - Question 11

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
		that is cross-module for ECC to S4HANA. However, the pricing beakup does not show a separate set of row(s) to capture the same. Kindly advise. Rationale: To clearly delineate cross-module technical upgrade activity in terms of pricing for Release 1 Technical Upgrade.		
147	25/06/26	There are a few licenses mentioned in this table that are not mapped to future solution in schedule J anywhere, for example Joule and Rise licenses. What is the rationale for the same? 2. For AI, have you considered BTP Cloud Foundry, Hana Cloud, SAP AI Core Extended Edition(for LLMs), HANA Cloud Vector Engine in BTP, Object Store and BAS? Rationale: Clarify the scope and mapping of additional licenses procured by the customer and utilizing AI for program delivery.	TABLE J.15.1: Proposed Future SAP Licenses provide list of the proposed SAP related licenses as included in the CORE Plus License Tender that went to market separately from this tender. As per section C.5 "On premise is the first objective for CCT; and alternatives will only be considered if on premise is found not to be feasible.". Therefore reference to S/4HANA on-premise in Annexure J. Provision is made for S/4HANA Cloud under License Pricing Schedule "12. SAP Cloud ERP Private Edition" n Table J.15.1. BTP components are provided for in Table J.15.1 under License Pricing Schedule "6. Business Technology Platform".	TABLE J.15.1
148	25/06/26	We did not find any placeholder for Release 4 (from C.5.5) pricing in the schedule C.4.1, however, guidance is not to deviate from RFP project schedule. How are we expected to price and bill Release 4 items? Rationale: To clarify the gap between pricing template (C.4.1) and high level project implementation schedule (C.5.5).	Price Schedule 1 makes provision for "Technical upgrade of the Current SAP Solutions to SAP HANA as a minimum viable solution landscape to replace and decommission all functionality in Current SAP Solution components that will not migrate; the migration of the Current SAP Solutions data and deployment of new SAP HANA functionality where Current SAP Solution functionality cannot be remediated." Item No's 1 to 47 and "Deploy Specialised SAP Cloud Products Solutions and out-of-the-box SAP S/4HANA capabilities and functionality not activated during the technical upgrade in line with the Business Requirements Traceability Matrix (BRTM)." Item No's 48 to 132 that caters for all releases after Release 1.	Price Schedule 1
149	30/06/26	Activity 7 requires a Training Needs Assessment, can CCT provide any existing baseline data on digital literacy, technology adoption, or change readiness, particularly for operational and field users. This will better inform our learning design and effort estimation?	See response to questions 151 and 152.	Notice 2 – Question 151 / 152
150	30/06/26	Table K.1.7 and Activity 10.4 require ongoing updates to training materials and environments across releases. Can CCT clarify whether the implementing agent is responsible for maintaining training content and environments during post go-live stabilisation, when ownership transfers to CCT, and whether post-go-live training	No. the implementing agent is NOT responsible for any training activities in Post GO-Live Stabilisation & Acceptance phase. As per "Table K.1.7 CAR Project Management Methodology Deliverables: Training" there are no deliverables for Training in Post GO-Live Stabilisation & Acceptance phase of the project.	Table K.1.7

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation																																																																																	
		support (hypercare) should be included in scope and pricing?	Table K.1.7 CAR Project Management Methodology Deliverables: Training <table><tr><th>Implementation Deliverables</th><th>Initiate and Plan</th><th>System Analysis and Design</th><th>Design</th><th>Configure / Develop / Integrate</th><th>Internal Testing</th><th>Final Acceptance Testing</th><th>Implement and Go-Live</th><th>Post GO-Live Stabilisation & Acceptance</th></tr><tr><td>Training Needs Analysis Report</td><td></td><td></td><td></td><td>Create</td><td></td><td></td><td></td><td></td></tr><tr><td>Training Requirements</td><td></td><td></td><td></td><td>Create</td><td></td><td></td><td></td><td></td></tr><tr><td>Training and Evaluation Approach</td><td></td><td></td><td></td><td>Create</td><td></td><td>Update</td><td></td><td></td></tr><tr><td>Training Curriculum</td><td></td><td></td><td></td><td>Create</td><td></td><td></td><td></td><td></td></tr><tr><td>Training Material</td><td></td><td></td><td></td><td>Create</td><td>Update</td><td>Update</td><td>Update</td><td></td></tr><tr><td>Training Plan and Schedule</td><td></td><td></td><td></td><td>Create</td><td>Update</td><td>Update</td><td>Update</td><td></td></tr><tr><td>Training Progress Report</td><td></td><td></td><td></td><td>Create</td><td>Update</td><td>Update</td><td>Update</td><td></td></tr><tr><td>Training Tracker</td><td></td><td></td><td></td><td>Create</td><td>Update</td><td>Update</td><td>Update</td><td></td></tr></table>	Implementation Deliverables	Initiate and Plan	System Analysis and Design	Design	Configure / Develop / Integrate	Internal Testing	Final Acceptance Testing	Implement and Go-Live	Post GO-Live Stabilisation & Acceptance	Training Needs Analysis Report				Create					Training Requirements				Create					Training and Evaluation Approach				Create		Update			Training Curriculum				Create					Training Material				Create	Update	Update	Update		Training Plan and Schedule				Create	Update	Update	Update		Training Progress Report				Create	Update	Update	Update		Training Tracker				Create	Update	Update	Update		
Implementation Deliverables	Initiate and Plan	System Analysis and Design	Design	Configure / Develop / Integrate	Internal Testing	Final Acceptance Testing	Implement and Go-Live	Post GO-Live Stabilisation & Acceptance																																																																													
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Training Tracker				Create	Update	Update	Update																																																																														
151	30/06/26	Schedule K.5.2.2(e) states that the training curriculum will be based on the CCT Business Role Matrix, which defines user roles and the associated functionality accessible to each role. Table K.1.7 identifies the Business Role Matrix as a project deliverable to be created during the Configure phase. As the training curriculum design, role-based learning paths, and effort estimates are directly dependent on this matrix, can CCT confirm whether the Business Role Matrix will be made available to shortlisted Tenderers prior to contract award, or whether access will only be granted post-appointment? Can CCT also provide the head count for each persona which is part of the Business Role Matrix?	The Business Role Matrix is a project deliverable and cannot be provided to Tenderers at this stage. For Price Schedule 4: Training Services it is the expectation from Tenderers to cost the specific Training services based on experience for a similar client. Training is based on Train-the-Trainer principle; and it is not the expectation that the Tenderer is to provide all the training. CCT provided the Number of training Sessions expected from the System Implementer in Price Schedule 6. Price Schedule 7 make provision for Tenderers to provide the rate cards for development of training material. It is not expected from Tenderers to do determine training material development effort at this stage; only to provide a rate card for a single unit as per clause 4.1.2.8.	4.1.2.8																																																																																	
152	30/06/26	Please provide an indicative split of users between office-based and field/mobile users, and is CCT able to indicate which roles rely heavily on mobile or offline capabilities?	See response to question 151. Provision is made for the below 4 the categories of training with CCT Number of training Sessions expected from the System Implementer in Price Schedule 6. a. Train the Trainer / Super User / SME b. System Administrator c. Field Staff / Depots d. Online Classroom Statistics provided in BRTM under tab "SAP Statistics 27 November 2025". No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2.																																																																																		
153	30/06/26	For Release 1, please specify which Project Dimensions or business processes are expected to be strictly treated as 'like-for-like' versus those where deviations or enhancements may be allowed.	See response to Question 138 on Notice 2.	Notice 2 - Question 138																																																																																	
154	30/06/26	Are there designated business leaders/business process owners for each Project Dimension, and what level of involvement is expected from them during the programme?	Yes, the stakeholders on all levels were involved in the project to date to define and approve scope and requirements; and will continue to be involved. Project governance forums are well established with SME's appointed already.																																																																																		
155	30/06/26	Has a programme brand, theme, or communication	Yes, it is well established as project is already 3 years underway.																																																																																		

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
		narrative already been defined for CORE Plus, or is this expected to be developed as part of the scope?		
156	30/06/26	Will a dedicated SAP training environment be provisioned, and if so, when will it be available relative to testing and go-live milestones?	Yes, a dedicated training environment will be available as per the finalised project plan when project starts.	
157	30/06/26	Please clarify the expected level of role-based training granularity (e.g. end-user roles, super users, technical users) and any content localisation requirements.	See response to Question 152 on Notice 2 for training role categories.	Notice 2 - Question 152
158	30/06/26	What are the key adoption success metrics expected by the City (e.g. system usage, process compliance, data quality), and are there defined target thresholds?	Part of CCT GCC's and SCC's in Stage 2 of the procurement process. As per clause 2.1.5.2 (ii) "b. Tenderer will be given the CCT General Conditions of Contract (GCC's) and Special Conditions of Contract (SCC's)."	2.1.5.2 (ii) b.
159	30/06/26	Does the City have existing baseline metrics for system usage, user behaviour, or organisational performance that should be used for adoption tracking?	No, there is no such metrics and will be finalised during Detail Design workshops.	
160	30/06/26	Has any organisational change readiness or impact assessment already been conducted, and can those findings be shared to inform the change approach?	No change readiness or impact assessment has been conducted.	
161	30/06/26	Are there known high-risk stakeholder groups, labour considerations, or organisational sensitivities that should be factored into the change and communication strategy?	No relevant high-risk stakeholder groups.	
162	30/06/26	What role is expected from Change Management in User Acceptance Testing (UAT), business readiness assessments, and go-live decision-making?	Change Management deliverables listed in "Table K.1.4 CAR Project Management Methodology Deliverables: Change Management including Communications". Roles and Responsibilities listed in "Table K.2.2 Roles and Responsibilities: Change Management including Communications"	Table K.1.4 Table K.2.2
163	30/06/26	What are the expectations for change management support during hypercare and post-go-live stabilisation, including duration and scope of involvement?	See response to Question 162.	Notice 2 - Question 162
164	30/06/26	Please confirm expectations regarding onsite versus remote delivery for change management resources, including any location-specific requirements within Cape Town offices.	As Price Schedule 6 the following CCT expectations: a. Training Cost A - Train the Trainer / Super User / SME - (In Person Training max 10 Attendees Council Facilities) b. Training Cost B - System Administrator - (In Person Training max 10 Attendees Council Facilities) c. Training Cost C - Field Staff / Depots - (Online) d. Training Cost D - Online Classroom - (Online max 30 Attendees)	Price Schedule 6
165	30/06/26	Can CCT confirm:	No such standards.	

No.	Date received	Questions (as received from bidders)	CCT Response	Relevant section in the tender document / briefing session presentation
		(a) whether training materials and e-learning content are required to comply with any accessibility standards to accommodate users with visual, hearing, cognitive, or other impairments;		
		(b) whether any specific accommodations are required for classroom or facilitated training sessions?	See response to Question 164.	Notice 2 - Question 164
		(c) please confirm that English will be the language utilised for all training designed and for any training session facilitated? This will directly inform instructional design decisions and content development effort estimates under Price Schedules 4 and 7.	Yes, English will be the training language.	
166	30/06/26	J.11.4.3: There is an ask to Implement SAP Business Data Cloud (BDC) (including SAP Analytics Cloud and Datasphere). But there are no further details provided on scope and requirements. Either need details or we would have to go with assumption, kindly confirm	ALL tabs of the BRTM represent SAP scope and requirements and MUST be considered. There are specific Key Features for Reporting, Data and Analytics (G3) focus group in BRTM. No further details will be provided as part of Stage 1. Successful Tenderers have system assessment opportunity in Stage 2. As per clause J.11.4.2 b "Reporting, Data and Analytics Landscape: Establish a capability independent from transactional systems to enable enterprise reporting, analytics, and dashboarding across multiple applications, including Extract, Transform and Load (ETL) and reverse ETL processes into the enterprise analytics landscape."	BRTM provided for download with tender J.11.4.2
167	30/06/26	There is no row in the worksheet to respond to "Channel Management (F16)"	As per clause J.10.4.1 c Channel Management scope is limited to Integration with CCT Channel Management solution hence no line for Channel Management as integration scope is listed separately.	J.10.4.1 c
168	30/06/26	What are the expectations for change management support during hypercare and post-go-live stabilisation, including duration and scope of involvement?	See response to Question 162.	Notice 2 - Question 162

2. AMENDMENTS TO TENDER DOCUMENT – REPLACEMENT PAGES ISSUED

The following table lists all amendments made to the tender document and the relevant replacement pages that issued:

No.	Relevant Section in the Tender Document	Current Page Number	Amendment	Number of replacement pages attached
	None			

Yours sincerely,

SCMTDERS13

On behalf of the Director SCM

ACKNOWLEDGEMENT OF RECEIPT FOR AND ON BEHALF OF THE TENDERER IN RESPECT OF TENDER NO. 092S/2025/26

At on this Day of2026.

Signature:

Name of Signatory:
(In ink and capitals)

Tenderer:
(Name of firm in ink and capitals)