



sassa

SOUTH AFRICAN SOCIAL SECURITY AGENCY

Oracle EBS

Support, Maintenance and New Implementations (Enhancements)

Terms Of Reference



*paying the right social grant, to the right person,
at the right time and place. NJALO!*

South African Social Security Agency

Head Office

SASSA House • 501 Prodinsa Building cor. Beatrix & Pretorius Streets

Pretoria • Private Bag X55662 Arcadia • Pretoria 0083

Tel: +27 12 400 2420 • Fax: +27 12 400 2387

www.sassa.gov.za

TABLE OF CONTENTS

SECTION A – OBJECTIVES AND BACKGROUND.....	5
1. OBJECTIVES	5
1.1. OBJECTIVES OF TERMS OF REFERENCE	5
2. BACKGROUND.....	6
2.1. BACKGROUND TO THE ORGANIZATION	6
2.2. USAGE OF THE ORACLE EBS	6
SECTION B – SCOPE AND EXTENT OF THE SERVICES	8
1. SCOPE OF THE TERMS OF REFERENCE.....	8
1.1. REQUIRED SERVICES	8
1.2. SUPPORT AND MAINTENANCE SERVICES	8
1.3. GOVERNANCE AND DELIVERABLE MANAGEMENT.	14
1.4. IMPORTANT CONSIDERATIONS FOR GOVERNANCE AND DELIVERABLE MANAGEMENT	14
1.5. IMPLEMENTATION, ENHANCEMENT, INTEGRATION, INTERFACE AND SUPPORT & MAINTENANCE.....	15
1.6. LOGISTICS AND TIMING	16
1.7. OFFICE ACCOMMODATION AND OTHER FACILITIES.....	17
1.8. SAFETY.....	17
1.9. WORKING HOURS	18
1.10. COMMENCEMENT DATE	18
1.11. DURATION.....	18
SECTION C – SERVICE ELEMENTS	19
1. DETAILED REQUIRED ROLES, RESPONSIBILITIES, LEVELS AND STANDARDS	19
1.1. SERVICE MANAGEMENT	19
1.2. THE SERVICE MANAGER	19
1.3. SERVICE (ADMINISTRATION FUNCTION).....	21
1.4. AUDIT AND HELP-DESK FUNCTION.....	22
1.5. ORACLE EBS HELPDESK RESOURCES.....	23
1.6. ORACLE FUNCTIONAL SUPPORT SPECIALISTS	23
1.7. ORACLE TECHNICAL SUPPORT SPECIALISTS AND DBA.....	24
1.8. CONTRACT AND SERVICE STANDARDS.....	25

SECTION D – BID REQUIREMENTS	26
1. SPECIFIC CONTENTS OF THE PROPOSAL	26
1.1. SUBMISSION OF THE PROPOSAL	26
1.2. BIDDER’S PREVIOUS EXPERIENCE	26
1.3. RESOURCES KNOWLEDGE AND EXPERIENCE.....	26
1.4. RESOURCES REQUIRED: EXPECTED ROLES AND RESPONSIBILITIES.....	27
1.5. CONSULTANTS EXPERIENCE AND KNOWLEDGE	28
1.6. SASSA SPECIFIC RESOURCES AND NUMBERS	28
1.7. COST BREAKDOWN.....	30
SECTION E – EVALUATION INFORMATION.....	31
1. EVALUATION OF THE BID	31
1.1. BID EVALUATION PRINCIPLES	31
1.2. FIRST STAGE.....	31
1.3. SECOND STAGE: PRICE AND PREFERENCE POINTS (SPECIFIC GOALS)	35
1.4. ENQUIRIES	36
1.5. BID CONDITIONS.....	36
1.6. CONTRACT TERMS.....	36

ACRONYMS

Acronym	Description
AGSA	Auditor General of South Africa
B-BBEE	Broad-Based Black Economic Empowerment
BSC	Business Solution Centre
BIAM	Biometric and IAM solution.
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CSD	Central Supplier Database
DBA	Database Administrator
DHA	Department of Home Affairs
DSD	Department of Social Development
DPSA	Department of Public Service Administration
EFT	Electronic Funds Transfer
EBS	E-Business Suite
HO	Head Office
ICT	Information Communication Technology
LOB	Line of Business
MS AD	Microsoft Active Directory
NT	National Treasury
NRP	Non-Repudiation Program
OCP	Oracle Certified Professional
OPN	Oracle Partner Network
PCA	Oracle Private Cloud Appliance
RO	Regional Offices
SASSA	South African Social Security Agency (The Agency)
Service Provider	In this document reference to Service Provider also means Bidder and vice versa
SOCPEN	Social Pensions System

SECTION A – OBJECTIVES AND BACKGROUND

1. OBJECTIVES

1.1. Objectives of Terms of reference

- 1.1.1. The main objective of this Terms of Reference is to acquire an all-inclusive Oracle EBS Support, Maintenance and New Implementations (Enhancements) Service for the South African Social Security Agency for a period of three (3) years from period of award.
- 1.1.2. SASSA requires a comprehensive service for support and maintenance of the current Oracle EBS modules.
- 1.1.3. SASSA also requires new implementations on the solution which will include the below:
 - 1.1.3.1. **Current Modules Enhancements;**
 - 1.1.3.1.1. HCM Recruitment,
 - 1.1.3.1.2. HCM Special Information forms,
 - 1.1.3.1.3. HCM Employee Self-Service,
 - 1.1.3.1.4. SCM Purchasing,
 - 1.1.3.1.5. Property Manager.
 - 1.1.3.2. **Licensed (not implemented) Modules development, implementations, training and support;**
 - 1.1.3.2.1. Oracle I-Procurement,
 - 1.1.3.2.2. Oracle HCM Performance Management,
 - 1.1.3.2.3. Oracle Supplier portal.
 - 1.1.3.3. **Interfaces**
 - 1.1.3.3.1. Central Supplier Database
 - 1.1.3.3.2. E-Tender Portal
 - 1.1.3.3.3. Other interfaces
 - 1.1.3.4. **Integration**
 - 1.1.3.4.1. Oracle IAM
 - 1.1.3.4.2. Non-Repudiation Program (NRP) to biometrically authenticate when users perform high risk transactions.
 - 1.1.3.4.3. Integration with SharePoint
 - 1.1.3.4.4. Integration to Live Link

1.1.3.5. Reporting and Analytics Tool

1.1.3.5.1. Microsoft Power BI

1.1.3.6. Implement Oracle Apex standalone solution

1.1.3.6.1. All new and existing custom in-house development to be migrated to Apex

1.1.3.6.2. Apex to be installed and deployed from WebLogic Server (WLS)

1.1.3.6.3. Apex user authentication to be externalised to AD or Oracle IAM

2. BACKGROUND

2.1. Background to the Organization

2.1.1. As a government entity, SASSA executes an important mandate as part of the service delivery model to alleviate poverty. In meeting its mandate, it is required to have processes, structures and systems in place to ensure that the services are delivered efficiently, cost-effectively and to the satisfaction of those who benefit from these services, namely the customer.

2.1.2. SASSA has implemented a full suite of Oracle EBS running on Oracle Private Cloud Appliance (PCA) that is on premise, OS Oracle Linux.

2.2. Usage of the Oracle EBS

2.2.1. SASSA Implemented Oracle EBS in 2009 and the primary purpose was to enable the various functional areas to support the core business of administering social grants.

2.2.2. These functional areas are Human Capital Management, Payroll, Supply Chain Management, Financial and Management Accounting, Corporate Services Property Management:

2.2.3. Below are the licensed Oracle EBS modules

HCM	SUPPLY CHAIN	FINANCIALS	
Human Resources	Purchasing	General Ledger	Payables
Payroll	Inventory	Receivables	Assets
Performance Management	I-Procurement	I-Expenses	Cash Management
Self Service Human Resources (Leave Management)	I-Supplier Portal	I-Assets	Property Manager
Learning Management		I-Receivables	
I-Recruitment			

2.2.4. Other Applications currently in use by SASSA

2.2.4.1. Non-Repudiation Program (NRP)

Business identified high risk transactions on Socpen system that must be digitally signed using the NRP system. When the transaction happens in the source system (Socpen) they must log into the NRP web application to approve the transaction by using their fingerprint and Smartcard.

The successful bidder will have to work with the NRP service provider to implement the use of NRP in EBS.

2.2.4.2. Oracle IAM (OIAM) – Has been installed and currently being configured. The successful service provider will be required to configure EBS to integrate with OIAM.

2.2.4.3. Live Link – Is the document management solution by SASSA. We also have MS SharePoint in our environment.

2.2.4.4. BIAM – Biometric and Oracle IAM. BIAM consist of a number of custom applications and Oracle IAM. Custom application includes

- 2.2.4.4.1. Beneficiary Biometric Enrolment web application
- 2.2.4.4.2. Staff enrolment application
- 2.2.4.4.3. Non-Repudiation Program (NRP)

SECTION B – SCOPE AND EXTENT OF THE SERVICES

1. SCOPE OF THE TERMS OF REFERENCE

1.1. Required Services

1.1.1 The successful bidder will be expected to execute and conduct the following services / tasks for the Agency for a period of (three) 3 years:

1.1.1.1 Provide centralised (based in Head Office) support and maintenance services to the Agency by supporting, maintaining, enhancing and implementing Oracle EBS modules, as well as training, project management and system administration.

1.1.1.2 Implementation, support and maintenance services of the following:

- i. Oracle i-Procurement
- ii. Oracle i-Supplier portal
- iii. Oracle Performance Management
- iv. Integration with Non-Repudiation Program
- v. Microsoft Power BI
- vi. Integrate with Microsoft SharePoint and Open Text Live Link
- vii. Integrate with Oracle IAM
- viii. Other Oracle modules
- ix. Implementing a standalone Apex solution for all new and existing in-house developed solutions

1.2. Support and Maintenance services

1.2.1 First Line Support

1.2.1.1. This will include the attendance to all incidents reported through the SASSA Service Desk (existing SASSA Incident management system) call management system which will sit at first line support.

1.2.1.2. In this regard and in line with the requirement for the provision of services, the bidder must ensure that it will provide support staff with appropriate skills, tool of trade, experience and fluency in English language to carry out the services defined. Despite this being a fully provided services contract; resources must be

available at a minimum between 08:00 in the morning till 17:00 in the afternoon.

1.2.1.3. The following activities relating to Oracle EBS are to be done as part of the on-going inclusive services for the 3-year period:

- 1.2.1.3.1. Problem Management and Analysis;
- 1.2.1.3.2. Allocation of severity and priorities
- 1.2.1.3.3. Obtaining user acceptance where required
- 1.2.1.3.4. Informing SASSA users of progress
- 1.2.1.3.5. Following up on problem resolution and providing RCA reports (Root Cause Analysis);
- 1.2.1.3.6. Applying / Testing / Demonstrating corrective processes suggested by Oracle with assistance of Support Staff / DBA;
- 1.2.1.3.7. Guiding users;
- 1.2.1.3.8. Following BSC change management procedures;
- 1.2.1.3.9. Assisting / guiding problem identification / resolution of problems not related to Oracle EBS but affecting the service delivery to users of Oracle EBS;
- 1.2.1.3.10. Performing user access management support including approval workflow.

Important to note that 90% of service requests must be resolved at first-line support.

1.2.2 Second Line Support - Functional

1.2.2.1 Support services will firstly include all the services mentioned under first line support, as well as the attendance to all incidents reported through a call management system. It thus pertains to the investigation, analysis and solution design of requested assistance and enhancements, such as:

- 1.2.2.1.1 Report Modifications and new Reports
- 1.2.2.1.2 Change of processes / New Processes mapping within the Solution implemented

- 1.2.2.1.3 Changes for improvements of existing processes
- 1.2.2.1.4 Software version upgrades & all enhancements;
- 1.2.2.1.5 Following BSC & organisational change management procedures;
- 1.2.2.1.6 The bidder will organise additional resources for that time without any additional cost when there are increased problems, increase in call volumes or urgent resolutions that need additional resources
- 1.2.2.1.7 On occasion, communication with technical support is needed round the clock or other critical incidents; at least one resource should be present round the clock (24/7) until FULL resolution has been achieved
- 1.2.2.1.8 Responsible for all investigations, development of test scenarios and test scripts and development / updating of all test related documentation in terms of all implementations, re-implementations, enhancements and system upgrades.
- 1.2.2.1.9 Also responsible for investigation and communication to SASSA of future Functionality and Technical releases
- 1.2.2.1.10 Complete the update of system documentation
- 1.2.2.1.11 Maintenance of system management guides and procedures.
- 1.2.2.1.12 Provision of training to SASSA Business on an ad-hoc basis when required
- 1.2.2.1.13 Skills and knowledge transfer to SASSA BSC resources

(Please note that all enhancements and upgrades are included in the support and maintenance services and will not be costed and paid for separately)

1.2.3 Technical Support

1.2.3.1 Technical Support services include all the services which are required to be performed by Technical resources which includes but not limited to developers, Applications Database Administrator (DBA) and the System Administrator, detailed below:

1.2.3.1.1 1st line and 2nd Line user support

1.2.3.1.2 Corrective and preventative maintenance of the following underlying technologies:

- i. Oracle database
- ii. WebLogic application server (Application server)
- iii. OS (Oracle LINUX)

1.2.3.1.3 Database Support Functions – Oracle

- i. Database Administration
- ii. Middle tier patching
- iii. Database patching
- iv. Application patching
- v. Support and Maintenance Management
- vi. Patch Management
- vii. Backup and Recovery
- viii. Annual DR Failover Testing
- ix. Annual EBS mayor version upgrade
- x. Performance tuning
- xi. Manage SR's logged with Oracle Support
- xii. Harden all components of the EBS following Oracle's security recommendations

- xiii. Annual EBS mayor system upgrade.
- xiv. Quarterly application of Critical Patch Updates (CPU)
- xv. DR Maintenance and Failover Testing
- xvi. Database upgrades
- xvii. Patching the EBS solution so that it stays on the upgrade path.
- xviii. Scheduled system purging using Oracle's seeded programs.
- xix. The EBS is using HTTPS, manage the renewal of the security certificates and updating the Java console of the users.
- xx. Review previous AGSA's audits to ensure SASSA does not get any repeat findings
- xxi. Timeously respond to request for information (RFI) from AGSA and Internal Audit

1.2.4 Operational Support

- 1.2.4.1 Payment processing for payroll, third parties (insurance, medical aid etc.) and suppliers.
- 1.2.4.2 EFT file processing and sending to Bankserv
- 1.2.4.3 Administration of integrations (Oracle IAM, Power BI) and interfaces (CSD, E-Tenders etc.)

1.2.5 Important consideration for the Support and Maintenance services:

- 1.2.5.1 It is critical that services rendered must deliver the required business benefits. This means the solutions that are currently in production are fully supported and maintained to ensure optimum performance and the

solutions are continuously improved to meet changing business requirements.

1.2.5.2 New Development, Implementations projects will follow a development lifecycle.

1.2.5.3 Oracle EBS supports SASSA's administrative support business processes which include human resources management, payroll, payment of suppliers and financial and management reporting. It is therefore crucial that the application operates at an optimum level to ensure excellent service to system users.

1.2.5.4 For routine maintenance component, SASSA expects the bidder to fully understand the concept of preventative maintenance, adaptive / perfective maintenance and corrective maintenance. Hence this routine maintenance will include but not limited to:

- i. Proactive, continuous monitoring of performance on the database and application to identify bottlenecks and areas requiring optimization.
- ii. Technical advice on the results of the health checks.
- iii. Upgrades to the solution platform.
- iv. Enhancements (Change requests) to ensure the solution remains relevant to the business requirements and there is continuous improvement in the solution or service offering.
- v. Timeous resolutions of service requests and incidents.
- vi. Assistance with the provisioning of reports and timeously responding to audit requests.
- vii. Development and Running of reports
- viii. On-going training and skills transfer (either individually or classroom based); etc.
- ix. Configuration and implementation of new modules
- x. All calls received will be attended to and completed in accordance to agreed service levels and processes to ensure that services are rendered in accordance to agreed services levels.

1.3. Governance and Deliverable Management.

- 1.3.1. Project deliverable and performance management
- 1.3.2. Service level management
- 1.3.3. Solution Architecture and Product adoption
- 1.3.4. Implementation approval
- 1.3.5. Stakeholder apprising and management

1.4. Important considerations for Governance and deliverable management

- 1.4.1. Deliverable management will form an essential function in this project / services contract, ensuring that several streams of concurrent work packages within multiple stages are managed correctly and that all objectives and deliverables in the solution expansion component or the support and maintenance component are achieved.
- 1.4.2. Critical to deliverable management is the correct supporting communication structure.
- 1.4.3. The following is a minimum set of deliverables
 - 1.4.3.1. Project Service Level Agreement
 - 1.4.3.2. Attendance of ad-hoc project status meetings
 - 1.4.3.3. Attendance of monthly/quarterly SLA and Steering Committee meetings
 - 1.4.3.4. Provisioning of a monthly Progress report
 - 1.4.3.5. Deliverable management will include, but will not be limited, to the following responsibilities:
 - 1.4.3.5.1. Execute tasks according to the objectives of this bid and support requirement
 - 1.4.3.5.2. Ensure that all project deliverables are met
 - 1.4.3.5.3. Identify and report on project dependencies
 - 1.4.3.5.4. Identify and minimize the effect of project constraints
 - 1.4.3.5.5. Execute project controls and change control procedures as applicable
 - 1.4.3.5.6. Continuously manage identified and new risks regarding the project
 - 1.4.3.5.7. Report on progress and project risks
 - 1.4.3.5.8. Co-ordinate the effort and communication between stakeholders

- 1.4.3.5.9. Govern timeframes on deliverables where deliverables are included as SASSA's responsibility ensuring all service levels are achieved
- 1.4.3.5.10. Review feedback (progress) reports
- 1.4.3.5.11. Close-Out Report and technical handover including updating and provisioning all manuals and technical documentation to SASSA
- 1.4.3.5.12. Any costs associated with governance and deliverable management must be included in the costs associated with the requirements
- 1.4.3.5.13. Critical for the bidder to note is how they position this requirement and demonstrate capability to assist SASSA in achieving its objective. This effort in most instances will influence the project component of this bid. This will include:
 - 1.4.3.5.14. Showing initiative
 - 1.4.3.5.15. Taking ownership
 - 1.4.3.5.16. Solving problems
 - 1.4.3.5.17. Fostering innovation
 - 1.4.3.5.18. Demonstrating "value for money".

Note: The bid seeks to acquire support, maintenance, enhancements of current modules, implementations of licensed but not implemented modules, integration with internal systems and interfaces with external systems.

Bidders will be evaluated on their capability and experience to support, maintain and enhance Oracle EBS functionality at SASSA.

1.5. Implementation, Enhancement, Integration, Interface and Support & Maintenance

- 1.5.1. Development, implementation, integration, interfacing, testing and training, support and maintenance of licensed but not developed modules:
 - 1.5.1.1. Oracle i-Procurement
 - 1.5.1.2. Oracle i-Supplier portal
 - 1.5.1.3. Oracle Performance Management
- 1.5.2. Enhancement, integration, interfacing, testing and training, support and maintenance of these implemented and other modules;

- 1.5.2.1. HCM Recruitment,
- 1.5.2.2. HCM Special Information forms,
- 1.5.2.3. HCM Employee Self-Service,
- 1.5.2.4. SCM Purchasing,
- 1.5.2.5. Property Manager.

1.5.3. Building of Integration with, testing and training, support and maintenance on current modules with the following solutions/platforms;

- 1.5.3.1. Non-repudiation
- 1.5.3.2. Microsoft Power BI
- 1.5.3.3. Microsoft SharePoint and Open Text Live Link
- 1.5.3.4. Oracle IAM
- 1.5.3.5. Other Oracle modules
- 1.5.3.6. Implementing a standalone Apex solution for all new and existing in-house developed solutions

1.5.4. Building, Testing and maintenance of Interfaces with,

- 1.5.4.1. Central Supplier Database
- 1.5.4.2. E-Tender Portal
- 1.5.4.3. Other interfaces

It must be noted that SASSA uses an on premise PCA solution.

1.6. Logistics and Timing

- 1.6.1. Provide centralised (based in Head Office) support and maintenance services to the Agency by supporting all Oracle EBS modules, as well as the users and business users whose work is related to the system or integrates with the system, with effective and efficient direct support and maintenance services which will accrue to the benefit of SASSA Head Office as well as the SASSA Regions, District and Local Offices. Resource arrangement will be outlined in the SLA.
- 1.6.2. Bidder resources will adhere to all applicable SASSA policies such as the code of conduct, dress code etc.

1.7. Office Accommodation and Other Facilities

To enable the Bidder to provide onsite services, SASSA will provide, at such time as the Parties shall agree, the following to the Bidder:

1.7.1. Office Accommodation and Related Equipment;

- 1.7.1.1. Office Accommodation sufficient to accommodate the Bidder's personnel
- 1.7.1.2. The necessary furniture for the use by Bidder's personnel
- 1.7.1.3. Where relevant, the required network connectivity, appropriately configured for use by the Bidder's personnel.
- 1.7.1.4. The successful service provider must provide their resources with laptops that comply with SASSA's security policy.
 - 1.7.1.4.1. Regular Windows Operating system patching of the laptops should be conducted by the Service Provider.
 - 1.7.1.4.2. The Service Provider should implement and ensure full disk encryption on all laptops used on the SASSA domain
 - 1.7.1.4.3. Telephone and e-mail facilities should be provided by the Service Provider.
- 1.7.1.5. SASSA can provide the following when the laptops are added to SASSA's domain:
 - 1.7.1.5.1. Anti-virus software and updates on the laptops if required.
 - 1.7.1.5.2. Where relevant, access to the necessary server(s), appropriately configured with the required operating system, database and relevant software modules.
 - 1.7.1.5.3. Any other facilities as the Parties may agree from time to time.

1.8. Safety

- 1.8.1. Practices as observed by the Basic Conditions of Employment Act will be observed.
- 1.8.2. The Bidder shall ensure that its personnel comply at all times, with all SASSA safety regulations.

1.9. Working hours

1.9.1. Despite this contract being a full services contract, in other words the Bidder is fully responsible for the provision and successful implementation of all services, SASSA will provide clarity in terms of elements such as office hours and resource numbers and resource levels given the SASSA experience in this regard.

1.9.2. Normal Working Hours;

- 1.9.2.1. Maintenance and support should be available from 08:00 to 17:00 Monday to Friday, with a facility for 24x7 support and maintenance outside these hours for critical issues, as well as over weekends at no additional cost to SASSA.
- 1.9.2.2. It should be noted that the DBA usually performs quite a number of services and functions during the evening.
- 1.9.2.3. These timeframes are applicable to all resources.
- 1.9.2.4. In the event of a problem which SASSA classifies as critical (e.g. system not functioning), the response time must not exceed 2 hours.

1.10. Commencement date

- 1.10.1. It is required that the successful bidder avail themselves at no additional cost for phase in/handover within a month before the commencement date.
- 1.10.2. Commencement date will be stipulated in the award letter. Commencement date means the date that the service provider starts to render services.
- 1.10.3. The Service Level Agreement might be concluded afterwards

1.11. Duration

- 1.11.1. The contract will be valid for a period of (three) 3 years and will automatically end without any parties giving notice.
- 1.11.2. The Bidder will be notified in time if any early termination or further extension might be required

SECTION C – SERVICE ELEMENTS

1. DETAILED REQUIRED ROLES, RESPONSIBILITIES, LEVELS AND STANDARDS

1.1. Service Management

- 1.1.1. The Service Management component consists of a dedicated; Service Manager (Programme Manager) and Project Administration (Project Management Office (PMO) for project management, audit management, quality assurance and configuration management) that will be called on to maintain existing baselines and provide regular status snapshots on conformance and quality adherence.

1.2. The Service Manager

- 1.2.1. The Service Management components include the following roles and responsibilities which includes the development, establishment, implementation and co-management of all of the following aspects:
- 1.2.1.1. Providing the framework, guidelines and development, of documentation for establishment of service levels between the BSC and other SASSA LOB's (HO and Regions).
 - 1.2.1.2. Definition and implementation of policies and procedures for the Business Support Centre
 - 1.2.1.3. Definition, enhancement and provision of SASSA EBS system support configuration management standards and procedures.
 - 1.2.1.4. Definition, implementation of system support and version control policies and procedures.
 - 1.2.1.5. Planning and management of system enhancements, (inclusive of monitoring of resource percentage of time allocation on enhancements), system changes, system patches, upgrades, testing cycles.
 - 1.2.1.6. Establishment of release management policies and procedures.
 - 1.2.1.7. Resource management and planning
 - 1.2.1.8. Resource requirements will be driven around system support and system enhancement requests including minor and major system changes. The identification of Business and system process changes and the planning of training and knowledge transfer to key SASSA staff to implement developed and approved changes.

- 1.2.1.9. Resource management can be summarised in the following categories:
 - 1.2.1.9.1. Identifying scope of work
 - 1.2.1.9.2. Mapping of scope of work to existing resources
 - 1.2.1.9.3. Identifying specific/additional resource needs
 - 1.2.1.9.4. Completion of resource schedules and resource plan, inclusive of staffing practices, leave; replacements etc.
 - 1.2.1.9.5. Regular monitoring of resource compliment and scope of work.
- 1.2.1.10. Definition of the knowledge and skills transfer strategy and plan; implementation thereof and regular monitoring of planned progress against planned activities.
- 1.2.1.11. Change Control policies and procedures
 - 1.2.1.11.1. Maintenance and enhancement of system change control procedures and policies
 - 1.2.1.11.2. Maintenance and enhancement of BSC change control management forum where necessary
 - 1.2.1.11.3. Management and planning of approved change requests including: requirements definition, system testing, acceptance and implementation
 - 1.2.1.11.4. Identifying of resource required to complete approved change requests.
- 1.2.1.12. Finalising of monthly invoicing, inclusive of:
 - 1.2.1.12.1. Identification and tracking of deliverables where applicable; and
 - 1.2.1.12.2. Comprehensive monthly progress and status reports on all application; technical and call management environments.
 - 1.2.1.12.3. Liaise with stakeholders and external providers i.e. OEM on solutioning for SASSA requirements where required

1.3. Service (Administration Function)

The Administration Function components include, amongst others, the following roles, responsibilities and aspects:

1.3.1. Service Administration

This includes, but is not limited to; functions such as:

- 1.3.1.1. documentation, updating and reporting of projects.
- 1.3.1.2. Ensuring all project documentation (i.e. functional and technical specifications are developed and maintained)
- 1.3.1.3. Ensuring full SDLC cycle is followed
- 1.3.1.4. Ensuring all sign-off is obtained

1.3.2. Reporting, Issue and Risk Management

This includes functions such as:

- 1.3.2.1. Business report for SASSA
- 1.3.2.2. BSC reports (weekly, monthly, quarterly etc.)
- 1.3.2.3. Issue and Risk Management (development and safekeeping of Risk and Issue logs, Risk memo's, etc.)

1.3.3. Configuration and other management process

This includes functions such as:

- 1.3.3.1. Version control
- 1.3.3.2. Release management
- 1.3.3.3. Change control
- 1.3.3.4. Quality control
- 1.3.3.5. Problem and issue management

1.3.4. BSC Library

This includes the development (where not already in existence), support and maintenance of the following:

- 1.3.4.1. Structures and Naming conventions
- 1.3.4.2. Standardization and Templates
- 1.3.4.3. Procedures and access
- 1.3.4.4. Indexing
- 1.3.4.5. Training and test scripts - regular updates

1.4. Audit and Help-desk function

This role will be responsible for amongst others the following tasks:

- 1.4.1. Ensuring that all monthly audit requirements are attended to;
- 1.4.2. Ensuring all monthly audit requirements are documented and signed-off;
- 1.4.3. Reviewing all previous audit findings and ensuring that the improvements are implemented and enhanced as required;
- 1.4.4. Managing the full BSC audit by the AGSA from initiation to completion, inclusive of all documentation, meeting minutes etc.
- 1.4.5. The help-desk manager will be responsible for amongst others the following tasks:
- 1.4.6. Defines EBS system support call management and resolution policies and procedures and oversee the integration with national SASSA help-desk call logging software solution. The SASSA Incident management system is IVANTI
- 1.4.7. The help-desk defines support tasks, allocates tasks to support staff and monitors EBS help-desk resources workload and support progress.
- 1.4.8. The help-desk manager defines metrics to measure support effectiveness and to assist in measuring resource performance management.
- 1.4.9. The help-desk manager is responsible to maintain a consolidated view of service requests across SASSA's Head Office and Regions.
- 1.4.10. The help-desk manager monitors the status of service/support calls and oversees the process of service request allocation to SASSA coordinators and system controllers.
- 1.4.11. The help-desk manager ensures that support protocol is followed for, service requests, system change requests, configuration baseline requests and releases of approved system changes.
- 1.4.12. The help-desk manager ensures that all reports required by SASSA (for monitoring, presentations, reporting etc.) are supplied timeously and correctly.
- 1.4.13. The on-going management and reporting of service request will be monitored in meetings that will be conducted by the services and help-desk managers.

The audit and help-desk function can be shared amongst Service Manager and Service Administration Resource as long as all of the activities are actively and sufficiently dealt with.

1.5. Oracle EBS Helpdesk Resources

- 1.5.1. SASSA Oracle EBS users will report any system queries and/or system problems to the SASSA IT Helpdesk (1st line support) whereby the help-desk operator will allocate the call to Oracle EBS Business Support Centre resolver group (Successful bidder resources).
- 1.5.2. These calls may also include calls that have been escalated for resolution by SASSA. Each request is termed a Service Request (SR) (not to be confused with the Oracle Service Requests) and will be issued with a service request identifier number.
- 1.5.3. Logging a service request enables the help-desk to track, categorise and report on the progress of all SR's logged by the SASSA Oracle EBS user community.

1.6. Oracle Functional Support Specialists

- 1.6.1. The functional specialists (2nd line support) identify user requirements, design solutions, configure the system, test, implement, roll-out and support the Oracle EBS within their support responsibility including the following:
 - 1.6.1.1. Solution Support
 - 1.6.1.2. Solution/s Enhancements
 - 1.6.1.3. Functional Requirements definition
 - 1.6.1.4. Requirements mapping
 - 1.6.1.5. System design and Build
 - 1.6.1.6. System testing and acceptance
 - 1.6.1.7. Implementation and Roll-out
 - 1.6.1.8. Providing assistance and appropriate communication to the help-desk
 - 1.6.1.9. Identifying of Resource shortfalls and Gap's
 - 1.6.1.10. Advice SASSA on enhancements feasibility and impact
 - 1.6.1.11. Implementation and testing of new Functionality
 - 1.6.1.12. Adherence to Change Control policies and Procedures
 - 1.6.1.13. 3rd Party Interfaces
 - 1.6.1.14. System Processes and Procedures
 - 1.6.1.15. System Procedures Manual
 - 1.6.1.16. Assistance with Training Material completion
 - 1.6.1.17. Assistance with month-end, as well as financial year-end closures
 - 1.6.1.18. Training and Knowledge transfer

1.7. Oracle Technical Support Specialists and DBA

1.7.1. These specialist teams (also part of 2nd line support) design, test, implement and support the Solution within their support responsibility including, amongst others, the following:

- 1.7.1.1. System Support
- 1.7.1.2. System Enhancements
- 1.7.1.3. Technical Requirements definition
- 1.7.1.4. Requirements mapping
- 1.7.1.5. System design and Build
- 1.7.1.6. System testing and acceptance
- 1.7.1.7. Identifying of Resource shortfalls and Gap's
- 1.7.1.8. Providing assistance and appropriate communication to help-desk
- 1.7.1.9. System Monitoring
- 1.7.1.10. Backup and Recovery
- 1.7.1.11. Advice SASSA on system enhancements feasibility and technical impact
- 1.7.1.12. Patch Application
- 1.7.1.13. Implementation, testing and support of new Functionality
- 1.7.1.14. System and Database Upgrades
- 1.7.1.15. 3rd Party Interfaces
- 1.7.1.16. System Procedures Manual
- 1.7.1.17. Source code versioning and repository
- 1.7.1.18. Assistance technical material completion when required
- 1.7.1.19. Annual DR Failover testing
- 1.7.1.20. Annual Mayor EBS version upgrade
- 1.7.1.21. Managing non-prod environments i.e. refreshing the instances

1.8. Contract and Service Standards

1.8.1. Contract

- 1.8.1.1. The successful bidder will enter into a contract with SASSA which will outline the overarching timelines and services to be provided under this agreement. The successful bidder is required to be on site/available within a month of award for purposes of hand-over;

1.8.2. Service Level Agreement

- 1.8.2.1. SASSA requires that all service standards set must be met at all times. In this regard further detailed service standards will be defined and agreed in a Service Level Agreement by the parties once the contract has been signed.

1.8.3. Measurement of Services and penalties

- 1.8.3.1. The Service Level Agreement between SASSA and the Bidder will address the measurement and prioritization of service levels, as well as the response and resolution times.
- 1.8.3.2. The Bidder will be fully responsible and accountable for the management and delivery of services to SASSA and if the service is impacted negatively in any way; SASSA reserves the right to bring on board additional consultants at the expense of the Bidder.
- 1.8.3.3. Penalties associated with the prioritization of service levels and the response and resolution times will be implemented and detailed in the Service Level Agreement.

1.8.4. Reporting and Communication

- 1.8.4.1. The recurring reporting and communication requirements between SASSA and the Bidder will be defined in a Service Level Agreement. It is recommended that communications be open and formal to promote transparency and buy-in (commitment).

1.8.5. Payment of Resources and other Bidder costs

- 1.8.5.1. The issue of payment cycles, penalties and other matters will be elaborated on in the service level agreement. It is important to note that SASSA does not want to be prescriptive on the management of the Bidders operational and resource Bidder costs;

1.8.6. Vetting of all Bidder Resources

- 1.8.6.1. Please note that SASSA will request all Bidder resources to undergo a vetting process – given the confidential nature of the SASSA information.

SECTION D – BID REQUIREMENTS

1. SPECIFIC CONTENTS OF THE PROPOSAL

1.1. Submission of the Proposal

1.1.1. The proposal must be submitted in two copies.

1.1.1.1. An original response should be accompanied by a hard copy and an electronic soft copy on a memory stick. All the contents of the copies should be in the exact same order as in the hard copy to make it easier to navigate, and evaluate the bid response.

1.1.2. The proposal must include as a minimum the following details:

1.2. Bidder's previous experience

1.2.1. Bidders must have Oracle EBS implementations and/or support and maintenance experience. **Bidders to provide reference information as per Annexure A.** It is important that contactable references are provided.

1.2.2. **References provided in Annexure A will be contacted and up to 6 references will be verified. Bidders will be allocated a score of 1 if the references are not verifiable (contactable references are not responding).**

1.3. Resources Knowledge and Experience

1.3.1. Resources **must** be assigned to roles as outlined in **Annexure C.**

1.3.2. Bidder **must complete Annexure B for each resource (35)** indicating the name of the resource and the role they are assigned to. **Annexure B and C must be aligned.**

1.3.3. Curricula Vitae and Certification (OCP) of certified resources should be provided. All resources should be available from contract commencement date.

1.3.4. A resource's CV used in the bid may be replaced with another resource that has equal or better knowledge/qualifications and experience.

1.3.5. **NB. Bidder must submit the following documents for all resources assigned to this bid;**

1.3.5.1. 35 Curricula Vitae (for each resource)

1.3.5.2. 35 Annexure B (for each resource)

1.3.5.3. 1 Annexure C

1.3.5.4. Certificates (OCP) for each certified resource as indicated in Annexure C (column G)

1.4. Resources Required: Expected roles and Responsibilities

SASSA specific Roles Numbers and Levels- Different levels of consultants can be identified namely:

- 1.4.1. **Service Manager level:** Extensive experience in managing implementations and support of Oracle EBS and;
 - 1.4.1.1. Experience in Oracle EBS implementations or support and maintenance as a Lead and
 - 1.4.1.2. Experience in managing Oracle cloud implementations or support and
 - 1.4.1.3. Experience in IT project management
- 1.4.2. **Senior Consultant level:** Experience as Senior Consultant in Oracle EBS implementations and/or support and;
 - 1.4.2.1. Oracle EBS implementations and / or support experience as a Lead and
 - 1.4.2.2. Oracle cloud implementations or support experience
- 1.4.3. **Principal Consultant level:** where the principal consultant is an expert on more than one business area (SCM/FIN etc.) and will be the Stream Lead
 - 1.4.3.1. Experience as Principal Consultant
 - 1.4.3.2. Experience as Stream Lead
- 1.4.4. **Consultant level:** Experience in Oracle EBS implementations and/or support and
 - 1.4.4.1. Oracle EBS implementations or support experience and
 - 1.4.4.2. Oracle cloud implementation or support experience

Resources will be performing a helpdesk function as first line support, it is crucial that they are fluent in English as most of the support is provided telephonically and by email.

Resources will be evaluated in the Functionality evaluation criteria.

1.5. Consultants Experience and Knowledge

1.5.1. The successful bidder must provide CV's of consultants detailing experience in implementation, support and training on the following Oracle modules:

- 1.5.1.1. Financials;
- 1.5.1.2. Accounts Receivable;
- 1.5.1.3. Accounts Payable;
- 1.5.1.4. General Ledger;
- 1.5.1.5. Cash Management;
- 1.5.1.6. Oracle Property Manager;
- 1.5.1.7. Supply Chain Management;
- 1.5.1.8. Fixed Assets;
- 1.5.1.9. Inventory;
- 1.5.1.10. Order Management;
- 1.5.1.11. Purchasing;
- 1.5.1.12. I-Procurement;
- 1.5.1.13. Supplier portal;
- 1.5.1.14. Oracle HR;
- 1.5.1.15. Oracle Payroll;
- 1.5.1.16. Core Human Resource Management;
- 1.5.1.17. Employee Self Service;
- 1.5.1.18. Employee Performance Management;
- 1.5.1.19. I-Modules (I-Expenses, I-Assets).

1.6. SASSA Specific Resources and Numbers

1.6.1. SASSA requires a **total number of 35 full-time resources**. A **minimum of 5 resources both technical and functional will be dedicated to implement new modules, enhance existing modules, build integrations and interfaces**. The rest of the 30 resources will provide support and maintenance including service management and administration function.

- 1.6.1.1. A Services Manager as specified (1)
- 1.6.1.2. A Service Administration Resource (1)

1.6.2. **Four (4)** Principal Functional Consultants for the following areas:

1.6.2.1. Financials (1)

1.6.2.2. SCM (1)

1.6.2.3. HCM (1)

1.6.2.4. Payroll (1)

1.6.3. The Principal Consultants must be supported by seven **(7)** Senior Consultants, namely for the following areas / modules:

1.6.3.1. Payroll (1)

1.6.3.2. HCM (1)

1.6.3.3. HCM Employee Self-Service, i-Recruitment, Performance Management (1)

1.6.3.4. Purchasing, Inventory and Order Management (1)

1.6.3.5. i-Procurement and i-Supplier portal (interfacing with CSD and e-Tenders portal) (1)

1.6.3.6. GL, Accounts Receivable, Bank and Cash (1)

1.6.3.7. Accounts Payable, Asset Management and Property Manager (1)

1.6.4. It is strongly recommended that Senior Consultants must be supported by a minimum of ten **(10)** Consultants, namely for the following areas / modules:

1.6.4.1. Payroll (2)

1.6.4.2. HCM (2)

1.6.4.3. HCM Employee Self-Service, i-Recruitment, Performance Management (1)

1.6.4.4. i-Procurement and i-Supplier portal (interfacing with CSD and e-Tenders portal) (1)

1.6.4.5. User access and workflow Administrator (1)

1.6.4.6. Financials (1)

1.6.4.7. SCM (1)

1.6.4.8. OLM, UPK and Oracle Guided Learning (1)

- 1.6.5. In terms of the **Technical** aspects it is recommended that SASSA be provided with three **(3)** Principal developers for:
- 1.6.5.1. Finance / SCM
 - 1.6.5.2. Principal Developer OAF Skills and Forms
 - 1.6.5.3. Payroll.
- 1.6.6. These Principal developers should in turn be supported by seven **(7)** Senior Developers for the areas of:
- 1.6.6.1. Payroll (1)
 - 1.6.6.2. HCM (1)
 - 1.6.6.3. HCM and Employee Self-service Implementations and Enhancements (1)
 - 1.6.6.4. Financials (1)
 - 1.6.6.5. SCM (1)
 - 1.6.6.6. SCM Enhancements, Implementations, Integrations and Interfaces (1)
 - 1.6.6.7. Apex developer (1)
- 1.6.7. Over and above all of these, the services of two **(2)** Principal Applications DBA who can complete all the required services as indicated would be a minimum requirement.
- 1.6.8. These Principal consultants will be team leaders for the areas which directly report into the Service Manager.

It should be noted that it would be expected of the Bidder to present at least one Senior Consultant who has fundamental knowledge of GL Wand and Reports Wand and who

define templates and parameters.

Bidders should ensure that Resources who are allocated to core modules also has knowledge and experience on I-Modules and Employee Self Service modules relating to those core modules.

NB. Each role will be assigned to a single resource, and only resources listed in Annexure C will be evaluated

1.7. Cost Breakdown

- 1.7.1. **Annexure D must be fully completed with monthly cost and annual cost.** The term of the contract is (three) 3 years and comprises new implementations, enhancements, support and maintenance services.

SECTION E – EVALUATION INFORMATION

1. EVALUATION OF THE BID

1.1. Bid Evaluation Principles

1.1.1. The bid proposals shall be evaluated in accordance with the 90/10 principle. The evaluation shall be conducted as follows:

1.1.1.1. First Stage;

1.1.1.1.1. Phase 1: Special conditions

1.1.1.1.2. Phase 2: Administrative Compliance;

1.1.1.1.3. Phase 3: Functionality Criteria

1.1.1.2. Second Stage

1.1.1.2.1. Price and Specific Goals Points.

1.2. First Stage

1.2.1. ORACLE PARTNER CERTIFICATION **

1.2.1.1. Successful Bidder must be a certified Oracle Partner.

1.2.1.2. In the case of a Partnership or Consortium, all parties must be certified Oracle Partners.

1.2.1.3. A proof of a valid Oracle Partner certification must be submitted

**** Please note that SASSA will verify the bidder's Oracle Partner Certification with Oracle.**

Phase 1–Special Conditions

Bidders are requested to submit the following:

- a. A valid Oracle Partner Network (OPN) certificate.
- b. Valid License & Hardware Service Expertise certification
 - Oracle EBS 12 Human Capital Management
 - Oracle EBS 12 Supply Chain Management
 - Oracle EBS 12 Financial Management

NOTE: SASSA will verify bidder's information. Failure to submit the above will invalidate your bid.

Phase 2–Administrative Compliance

Bidders are requested to submit the following:

- c. Tax Compliance Status Verification Pin
- d. Central Supplier Database (CSD) report
- e. B-BBEE Certificate issued by SANAS / Sworn Affidavit to claim points in line with the below Specific Goals
- f. Fully completed and signed SBD Forms

NOTE: Failure to submit the above may invalidate your bid.

Phase 3: Functionality Criteria

- i. Bidders who score less than **70 of the 100** points of the Functionality Points will be disqualified and thus will not be evaluated further.
- ii. The table below contains details of the evaluation criterion and the weights of each Functional Requirements component.
- iii. Criteria below will be evaluated according to the following values

1=Poor

2=Average

3=Good

4=Very Good

5=Excellent

EVALUATION CRITERIA	
Phase 2 – Functionality Criteria	Weights
<p>Bidders experience. Annexure A will be used to evaluate Bidders' Experience.</p> <ul style="list-style-type: none"> 0 Implementations and/ or Support and Maintenance = 1 1 to 2 Implementation and/ or Support and Maintenance = 2 3 Implementations and/ or Support and Maintenance = 3 4 to 5 Implementations and/or Support and Maintenance = 4 More than 5 Implementations and/or Support and Maintenance = 5 <p>References provided in Annexure A will be contacted and up to 6 references will be verified. Bidders will be allocated 1 if their reference/s are not verifiable.</p>	20
<p>Oracle Certification Professional (OCP) of resources (Bidders to submit copies of Oracle Certification of resources as per Annexure C)</p> <ul style="list-style-type: none"> 0 to 5 resources = 1 6 to 10 resources = 2 11 to 15 resources = 3 16 to 20 resources = 4 More than 20 resources = 5 	20
<p>Service Manager (Number of years of experience as EBS Service Manager. CV will be used to verify, as well as Annexure B)</p> <ul style="list-style-type: none"> 0 to 5 years = 1 More than 5 to 10 years = 2 More than 10 to 15 years = 3 More than 15 to 20 years = 4 More than 20 years = 5 	10

<p>Principal resources and DBA (Number of years of experience. CV's will be used to verify, as well as Annexure B)</p> <ul style="list-style-type: none"> • 0 and 5 years = 1 • More than 5 to 8 years = 2 • More than 8 to 9 years = 3 • More than 9 to 10 years = 4 • More than 10 years = 5 	20
<p>Senior Consultants (Years of experience. CV's will be used to verify, as well as Annexure B)</p> <ul style="list-style-type: none"> • 0 and 3 years = 1 • More than 3 to 5 years = 2 • More than 5 to 6 years = 3 • More than 6 to 8 years = 4 • More than 8 years = 5 	20
<p>Consultant (Years of experience. CV's will be used to verify as well as Annexure B)</p> <ul style="list-style-type: none"> • 0 and 1 year = 1 • More than 1 to 2 years = 2 • More than 2 to 3 years = 3 • More than 3 to 4 years = 4 • More than 4 years = 5 	10
TOTAL	100

1.3. Second Stage: Price and Preference Points (Specific Goals)

Points awarded for price and specific goals

Price and Special Goals point system	100
Price	90
Specific Goals	10

Price

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

Where

P_s = Points scored for price of tender under consideration

P_t = Price of tender under consideration

P_{min} = Price of lowest acceptable tender

Specific Goals Points

Specific Goals	Number of points (90/10 system)
B-BBEE Status Level 1-2 contributor with at least 51% black women ownership	10
B-BBEE Status Level 3-4 contributor with at least 51% women ownership	9
B-BBEE Status Level 1-2 contributor with at least 51% black youth or disabled ownership	8
B-BBEE Status Level 1-2 contributor	7
B-BBEE Status Level 3-8 contributor with at least 51% youth or disabled ownership	5
B-BBEE Status Level 3-4 contributor	3
B-BBEE Status Level 5-8 contributor	2
Others	0

- i. Bidders should submit a **B-BBEE verification certificate** from a verification agency accredited by the South African National Accreditation System (SANAS) and/or CSD MAAA number and/or a sworn affidavit indicating the percentage of all shareholders and signed by the commissioner of oaths, all the company shareholders and/or owners.
- ii. **Failure to submit shall be interpreted to mean that Specific Goals points for B-BBEE status level of contribution are not claimed.**

1.4. Enquiries

- 1.4.1. Bidders will have 7 calendar days of bid advert to submit enquiries regarding this bid.
- 1.4.2. All enquiries must be sent to this email address: oracleebs2025@sassa.gov.za
- 1.4.3. All enquiries must be clear and precise.
- 1.4.4. All enquiries will be responded to within 9 days of the bid advert.

1.5. Bid Conditions

- 1.5.1. The Bidder will be disqualified if found to have misrepresented information.
- 1.5.2. SASSA reserves the right to negotiate price with the preferred bidder.
- 1.5.3. The General Conditions of Contract as stipulated by the National Treasury will be applicable.

1.6. Contract Terms

- 1.6.1. Contract Terms - Upon appointment, the successful bidder shall provide SASSA with the MIE check report for all resources. SASSA will evaluate the nature of offences with the awarded service provider for replacement of resources in serious cases.