REQUEST FOR INFORMATION [RFI]

RFI NO: RFI/GIA/2026/10253144/2

RFI TITLE: Request for Information for an integrated system of Internal Audit Management, Governance, Risk Management and Compliance (GRC), Corporate Strategy and Monitoring and Evaluation for a period of five (05) years

RFI OBJECTIVE:

This RFI is for information-gathering and market-testing purposes, intended only to inform and assist the SABC in its further deliberation on the procurement of an integrated system of Internal Audit Management, Governance, Risk Management and Compliance (GRC), Corporate Strategy and Monitoring & Evaluation (M&E).
The SABC also intend to obtain indicative prices and timelines as well as information regarding the different solutions offered by the market.

RFI documents are obtainable from **25 August 2026** from the following websites:

- **Government E-Portal http://www.etenders.gov.za**
- **SABC Website http://www.sabc.co.za/sabc/tenders**

Closing Date: 15 September 2026 at 12H00

For enquiries: E-mail: tenderqueries@sabc.co.za

SOUTH AFRICAN BROADCASTING SABC SOC LIMITED

("The SABC")

REQUEST FOR INFORMATION (RFI)

RFI NUMBER	**:**	**RFI/GIA/2026/10253144/2**
RFI TITLE	**:**	**Request for Information for the procurement of an integrated system of Internal Audit Management, Governance, Risk Management and Compliance (GRC), Corporate Strategy and Monitoring and Evaluation for a period of five (05) years**

RFI PROCESS	**EXPECTED DATES**
RFI Advertisement Date	25 August 2026
RFI Available from	Government E-Portal http://www.etenders.gov.za SABC Website http://www.sabc.co.za/sabc/tenders
Briefing Session	No Briefing session
RFI Closing Date and Time	15 September 2026 at 12H00
Contact details for queries or questions	tenderqueries@sabc.co.za

The SABC retains the right to change the timeframe whenever necessary and for whatever reason it deems fit.

Respondents interested in participating must register their interest by providing company name, contact person, telephone, cell number and email address to **rfi@sabc.co.za**, please indicate RFI number on the subject line. This will ensure that any addenda and clarification to this RFI are communicated to all participants.

Submissions are to be made electronically at the above-mentioned address.

PDF Documents will be available on the SABC Website.

Please note that this is a Request For Information and not a Request For Proposal. No award nor price evaluations will be made from this request.

REQUEST FOR INFORMATION:

1. DEFINITIONS

1.1 "**RFI**" - a request for information, which is a written official enquiry document encompassing all the terms and conditions of the information in a prescribed or stipulated form.

1.2 "**RFI response**" - a written response in a prescribed form in response to an RFI.

1.3 "**Hosting Partners**" - companies who entered into an agreement with SABC LOC in the areas of application management; application hosting, application service provision, and marketplace hosting are incorporated in this category.

1.4 "**Respondent**" – any person (natural or juristic) who forwards an acceptable RFI in response to this RFI with the intention of being the main contractor should the RFI be awarded to him.

2. CONFIDENTIALITY

All information related to this request for information both during and after completion is to be treated with strict confidence. Should the need however arise to divulge any information gleaned from the service which is either directly or indirectly related to the SABC, written approval to divulge such information will have to be obtained from SABC.

The Respondents must ensure that confidential information is: maintained confidential; not disclosed to or used by any unauthorised person; so as to prevent any disclosure or unauthorised use with at least the standard of care that Respondents maintain to protect their own confidential information; only used for the purpose of considering and responding to this RFI; and not reproduced in any form except as required for the purpose of considering and responding to this RFI. Respondents must ensure that: access to confidential information is only given to those of its partners, officers, employees and advisers who require access for the purpose of considering and responding to this RFI; and those partners, officers, employee and advisers are informed of the confidential information section and keep that information confidential. This RFI remains at all times the property of the SABC. No rights other than as provided in this RFI and in respect of the confidential information are granted or conveyed to bidder/s

NAME OF Respondent: ____

PHYSICAL ADDRESS: ____

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Respondent's contact person: Name : ______________________________

Telephone : ___________________________

Mobile : ______________________________

E-mail address: ________________________

3. The manner of submission of the RFI

3.1 Respondent shall submit RFI response in accordance with the prescribed manner of submissions as specified below.

3.2 Respondent shall submit one (1) electronic copy. Electronic copies may be e-mailed to: rfi@sabc.co.za.

4. PURPOSE

The purpose of this exercise is to gather information and conduct market testing to inform and assist the SABC in its deliberation and decision making regarding the procurement of the proposed solution of an integrated system of Internal Audit Management, Governance, Risk Management and Compliance (GRC), Corporate Strategy and Monitoring & Evaluation (M&E).

5. BACKGROUND

Section 51 (1)(a)(i) of the Public Finance Management Act No. 1 of 1999 (as amended), prescribes an effective and efficient system of risk management, amongst others, which the Accounting Authority must implement. This would also imply the electronic system that enables the recording of data, processing, storage and the reporting of information to be used for decision making. Procurement of an electronic system will assist the SABC not to use manual and error-prone avenues through Microsoft applications like MS Word and MS Excel. High-level features include:

5.1 Integrated Internal Audit Management and Data Analytics Solution.
5.2 Governance, Risk and Compliance (GRC) that comprises of these functions:
- a) Enterprise Risk Management (ERM),
- b) Compliance Management,
- c) Internal Control, and
- d) Business Continuity Management (BCM).

5.3 Corporate Strategy.
5.4 Monitoring and Evaluation.

These disciplines are currently using separate and distinct electronic application systems of input, processing, output and reporting.

6. BUSINESS REQUIREMENTS

6.1 Mandatory System Requirements

The following mandatory requirements must be embedded in the system:

a) Integration of Internal Audit Management, Corporate Strategy and Monitoring & Evaluation (M&E) and GRC functions. The solution must support integrated governance by enabling:
- Direct linkage between strategic objectives and enterprise risks.
- Direct linkage between risks and internal controls.
- Direct linkage between controls and audit findings.
- Direct linkage between compliance obligations and performance outcomes.

- Direct linkage between audit recommendations and management action plans.
- Monitoring of implementation of corrective actions and strategic interventions.
- Combined assurance reporting across Internal Audit, Risk Management, Compliance, Internal Control, Corporate Strategy and Monitoring & Evaluation functions.

b) The system must provide executives and governance structures with a consolidated enterprise view of organisational performance, risk exposure, compliance status, audit outcomes and strategy execution, thereby strengthening governance, accountability, transparency and evidence-based decision-making across the SABC.

c) The system must produce live dashboards displaying strategic, operational, financial, risk, compliance and audit performance information from a single platform as well as

- Generate real-time, monthly, quarterly, annual and ad hoc reports.
- Provide drill-down capability from Board-level performance indicators to divisional, departmental, programme, project and activity-level information.
- Data insights and dashboards.
- Produce historical trend analysis and comparative reporting for prior periods and specific point-in-time reporting dates.
- Automatically generate performance narratives, variance analyses, management commentary and exception reports.
- Enable users to customise reports using multiple criteria including strategic objective, KPI, programme, project, risk, business unit, province, reporting period and status.
- Export reports and dashboards into Adobe Reader PDF, Microsoft Outlook, Microsoft Word, Microsoft Excel and Microsoft PowerPoint.

d) Ability to capture, edit, store, display, process, retrieve and report information anytime, anywhere based on the Active Directory (AD) access granted to the user per segregated duties assigned per division or department.

e) Ability to provide audit trails on log-ons, edit and display access/activities and these audit trails should be able to be exported to a report.

f) Provide archiving functionality for the duration of the contract and enable migration of archived information to another platform.

g) System upgrade should be done by the service provider as and when needed at no extra cost, remotely or by personal consultation.

h) Enable remote support by the service provider in the system's SABC server.

i) The performance and response time for the system must be excellent when connected to a network cable and good when working remotely though data lines/VPN.

j) Capacity to handle unusual and peak loads.

k) Manage more than 100 logged in users simultaneously.

l) Must be able to generate graphical reports consistent with data processed and information stored in the system and with information from previous periods (data snapshots).

m) Ability to generate customized reports, dashboards, technical and analytical standard reports.
n) Must be able to perform automatic precise calculations e.g. inherent risk and residual risk and overall control effectiveness. And any other data aggregation calculation.
o) Compulsory import of data take-on.
p) Uploading of evidence in any electronic and/or Microsoft application system.

6.2 Functional Requirements

The following are the functional requirements which the system should meet:

6.3 INTERNAL AUDIT

The ideal audit management technology solution should include, but not be limited, to the following features:

a) Comprehensive Audit Lifecycle Management: Manage the entire audit process from strategic and annual audit planning, audit universe management, risk-based planning to engagement planning, fieldwork, testing, supervision and review, reporting, action tracking, follow-up reviews and audit closure.
b) Audit Analytics and Continuous Auditing: Provide integrated data analytics capabilities to support planning, fieldwork and continuous auditing. Also support data extraction, transformation and analysis from multiple data sources and include dashboards, trend analysis, exception reporting and continuous monitoring capabilities.
c) Risk Assessment Tools: Dynamic capabilities to identify and prioritize risks associated with audits.
d) User-Friendly Interface: An intuitive design that simplifies navigation and reduces the learning curve.
e) Collaboration Features: Tools for teamwork, including shared workspaces and real-time updates.
f) Project and Resource Management: Include capabilities to support audit resource planning, scheduling, capacity management, time recording and utilisation reporting as well as track budgets, actual effort and project milestones and support competency and skills management.
a) Automated Workflows: Automation of repetitive tasks like scheduling and report generation.
b) Reporting and Analytics: Advanced reporting capabilities with customizable dashboards for clear insights.
c) Document Management: A centralized repository for storing and managing audit-related documents and the ability to manage document version at a past date and time.
d) Integration Capabilities: Seamless integration with other systems (e.g., ERP, compliance tools) to streamline workflows.

e) Mobile Access: Support for mobile devices, allowing auditors to work on the go. (View and approvals)
f) Compliance Tracking: Tools to ensure adherence to regulatory requirements and internal policies.
g) Quality Assurance (QAIP) & Peer Review Tools: Built-in self-assessment checklists and documentation to support the Internal Audit's compliance with the IIA standards.
h) Customizable Templates: Pre-built templates for audit plans, checklists, and reports that can be tailored.
i) Audit Trail and Security: Robust security features to protect sensitive data, along with an audit trail for tracking changes.
j) Feedback and Improvement Mechanisms: Features to capture feedback post-audit for continuous improvement.
k) Alignment with the Global Internal Audit Standards (2024), COSO, ISO 31000, ISO 37301, COBIT, King V and other recognised governance frameworks.

The proposed solution should, as a minimum, provide the following functional capabilities:

6.4 Audit Planning and Risk Assessment

- Risk-based audit universe, risk assessment and annual/multi-year audit planning.
- Linkage of organisational risks, audit universe, processes, risks, controls and audit engagements.
- Audit plan prioritisation, scenario planning and approval workflows.
- Resource, capacity, budget and planned-versus-actual hours management.
- Management of ad-hoc, special and advisory engagements.

6.5 End-to-End Audit Engagement Management

- Management of the complete audit lifecycle from planning and scoping through fieldwork, review, reporting and follow-up.
- Configurable audit programmes, procedures, checklists and electronic working papers.
- Audit evidence/document management, version control and cross-referencing.
- Supervisory review, sign-offs, review notes and approval workflows.
- Full engagement history and audit trail.

6.6 Risk and Control Management

- Centralised risk and control library.
- Risk-to-control and control-to-process mapping.
- Control design and operating effectiveness assessments.
- Linkage of risks, controls, audit procedures and findings.
- Tracking of control deficiencies and recurring control weaknesses.

6.7 CAATs and Data Analytics

- Native Computer-Assisted Audit Techniques (CAATs) and advanced data analytics capabilities.
- Integration with multiple data sources, including SAP, databases, Excel, APIs and data warehouses.
- Data extraction, cleansing, transformation, profiling and analysis.
- Automated testing for, amongst others, duplicates, exceptions, anomalies, gaps, trends, outliers and transactions outside defined parameters.
- Large-volume data processing and continuous/recurring audit analytics.
- Data visualisation, dashboards and drill-down capabilities.
- Ability to link analytical results and exceptions directly to audit findings and working papers.
- Reusable and configurable analytics scripts/tests with a complete audit trail.

6.8 Findings, Recommendations and Follow-up

- Capture and rating of audit findings, root causes, risks and impacts.
- Management responses and action plans.
- Assignment of responsible officials and target dates.
- Automated reminders and escalation of overdue actions.
- Follow-up testing, evidence submission and finding closure.
- Identification and reporting of repeat findings and trends.

6.9 Reporting and Audit Committee Dashboards

- Automated and configurable audit reports.
- Real-time dashboards covering audit plan execution, findings, high-risk issues, overdue actions, resource utilisation and emerging risks.
- Executive and Audit & Risk Committee reporting.
- Customisable reports, dashboards and management information.

6.10 Quality Assurance and Improvement Programme (QAIP)

- Support for supervisory reviews, internal assessments and QAIP activities.
- Tracking of quality review findings and corrective actions.
- Evidence retention and reporting to support conformance with the Global Internal Audit Standards.
- Monitoring of audit quality and performance indicators.

6.11 Integration, Workflow, Security and Administration

- Integration with enterprise systems such as SAP, Microsoft 365/SharePoint, Power BI, HR, financial, SCM and other relevant systems.
- Configurable workflows, notifications, approvals and automated task management.

- Role-based access, segregation of duties, single sign-on, audit trails and appropriate data security.
- POPIA and applicable information security requirements.
- Scalable architecture supporting remote and mobile access.

6.12 These features should collectively enhance the efficiency and effectiveness of the audit process, ensuring GIA can maximize the value of their audits.

Other desirable traits should be incorporation of the latest technologies such as Artificial Intelligence (AI) and Robotic Process Automation (RPA) as follows:

6.12.1 Incorporate AI-enabled capabilities such as:

- Risk identification and prioritisation.
- Anomaly detection
- Intelligent audit planning.
- Automated working paper generation.
- Report drafting and summarisation.
- Natural language data search, interrogation and querying.
- Predictive analytics / emerging-risk analytics, with appropriate governance, validation and auditability of AI-generated outputs.

6.12.2 Support Robotic Process Automation (RPA) to automate repetitive audit and compliance activities.

6.13 GOVERNANCE, RISK AND COMPLIANCE

Over and above the standard functionality on input, processing, output and reporting of the system, it must be able to have the following:

- **GOVERNANCE: BUSINESS CONTINUITY MANAGEMENT**

6.14 Business Continuity Threat Risk Assessment

a) Ability to capture the identified business continuity threats in the process of developing a threat business continuity risk assessment.
b) Ability to assess the likelihood and the impact on a scale of 5 x 5 of such threats should they take place.
c) Automatic likelihood and impact analysis heat map and risks prioritised in the same order.
d) Ability to draw a business continuity threat risk register at a current or past date.
e) Ability to capture, review and update the captured mitigation strategies.

6.15 Business Impact Analysis (BIA)

a) Ability to capture business impact analysis items in a template format, e.g. business functions, business processes, operational impact ratings, period of disruption, etc.
b) Ability to capture the business impact analysis strategies.

6.16 Development of a Business Continuity Plan (BCP)

a) Ability to capture the outlined procedures for maintaining business operations during disruptions.
b) Ability to assign roles and responsibilities to Business Continuity Management team members during disruptions so that they can resume operations.
c) Ability to capture the business continuity plan per division or province from the BIA.
d) Ability to capture the BCP.
e) Ability of the system to be recovered in Disaster Recovery (DR) exercise or within disaster recovery environment.

6.17 BCP Testing and Exercising

a) Ability to schedule and capture executed testing exercises performed.
b) Ability to send reminders through email, the deadline for BCM testing and exercising.
c) Ability to escalate non-attended emails by BCM process owners.

6.18 Communication and Reporting

a) Ability to produce a business continuity threat risk register.
b) Produce the BIA report.
c) Produce a BCP report.
d) Produce a BCP testing and exercising report.
e) Ability to use multi-purpose criteria for drawing reports.
f) Ability to draw reports for a present and a past date.
g) Produce reports through dynamic dashboards, graphical presentations and statistical comparative tables.
h) Ability to send messages through emails to critical stakeholders.
i) Standard reports within the system.
j) Ability to provide customisable reports and communication tools where possible.

6.19 GOVERNANCE: INTERNAL CONTROL MANAGEMENT

6.19.1 Gap Report Analysis

1. Ability to develop and generate a process flow.
2. Develop the risk and control matrix (RACM).
3. Capture the gap analysis.

4. Capture the gap analysis recommendations.
5. Extract the gap report which includes the gap analysis recommendations.

6.19.2 Control Self-Assessment

a) Input internal controls as identified in the gap report into the system per business processes.
b) Assign internal controls recommendations to internal control owners.
c) Link internal controls recommendations identified in the gap report to business activities within the business process.
d) Internal controls owners must be able to indicate their status of implementation of recommendations made as per the gap report.
e) System must be able to process the input captured by the internal control owners to the recommendations of the gap report.
f) Internal control user must be able to indicate if actioning of the recommendations made is not started or completed.
g) The control owner must be able to assess the control and indicate if the control is adequate and effective.
h) The system must be able to indicate if the recommendation is in progress.
i) System must be able to send an email notification of the existing gap report recommendations to the internal control owner regarding the deadline at which the task must be completed.

6.19.3 Monitoring and Reporting

a) Extract a performance report listing the business process, gap report recommendations, input from internal control owner against the gap report recommendations and indicate status if not started, in progress or completed.
b) The report must be able to indicate if the recommendation assignment is in progress, completed or overdue.
c) Display recommendation statistical report in a graphical and/or dashboard format.
d) Provide a control repository displaying statistics on effectiveness, lagging, weak, etc. at high level.

6.20 ENTEPRISE-WIDE RISK MANAGEMENT

6. Compliance with Risk Management ISO 31000 standard and the COSO risk methodology.
7. Adherence to the risk management process.
8. Risk Profile input (capturing).

9. Risk Profile assessment (inherent risk, control effectiveness and residual risk assessment).
10. Status update of risk mitigation.
11. Ability to draw multiple risk *registers* from one screen input criteria.
12. Ability to draw multiple risk *reports* from one screen input criteria.
13. Ability to conduct the risk maturity survey/assessment.
14. Adobe Reader criteria selective, exportable to MS Excel, Ms Word and MS Powerpoint risk *registers* at project, department, division, provincial, and at corporate level.
15. Adobe Reader criteria selective, exportable to MS Excel, Ms Word and MS Powerpoint risk *reports* at project, department, division, provincial and corporate level.
16. Internal staff contact database update.
17. Other critical risk reports.
    i. Dynamic Risk Dashboard.
    ii. Top 10 inherent risk report in tabular and graphical presentation.
    iii. Top 20 inherent risk report in tabular and graphical presentation.
    iv. Criteria selective risk mitigation/task report with status on progress to date
    v. Risk mitigation statistics in the risk mitigation report.
    vi. Risk per page report with statistical and graphical presentation.
    vii. Criteria selective residual risk report.
    viii. Criteria selective control effectiveness report.
    ix. Ability to draw risk registers and reports as at specific past dates or periods.
    x. Dynamic risk maturity report.
    xi. Risk ranking setup, input and reporting capability.
    xii. Risk appetite and tolerance input capability and reporting.
    xiii. Risk indicator setup, input and reporting capability.
18. Ability for internal customisation of reports based on available criteria selection.
19. Access and edit audit trail reports.
20. System administrator, user and audit functions.
21. Ability to allocate access/authorisation through active directory process.
22. System support and enhancement capabilities.
23. User query handling, consultative development and implementation by service provider.
24. Standard customised risk registers, functionality and reports.
25. The user or report extractor must be able to select from criteria, a report for current and past dates or periods, multiple divisions and business units from one screen, amongst other report criteria.

6.21 COMPLIANCE

a) The system must have the ability for all Acts and regulations that are relevant to the SABC to be pre-loaded on the compliance system. These should be accessible directly from the system, without having to interface with other Act service providers.
b) It must provide built-in Compliance Risk Management Plans (CRMPs); these are pre-populated with the regulatory requirements in the format prescribed by the Compliance Institute of Southern Africa.
c) It must have extensive reporting capabilities with dashboards, including but not limited to percentages of compliance per Act, division, etc.; percentages of responses to monitoring of legislation requirements, etc.
d) It must provide the functionality for monitoring compliance with regulatory requirements.
e) It must have built-in workflow processes to allow the flow of Compliance Risk Management Plan between Compliance team and Compliance champions (Users) in various business units.
f) It must have a keyword search functionality that enables the user to search for keywords across all the Acts and Compliance Risk Management Plans.
g) It must provide functionality for the updating of Acts, automatically update the Acts as and when they are captured into the system, thereafter, indicate to all users of the latest update after successfully uploading (Knowledge Base or Library).
h) The system must have archiving functionality for the archiving of Acts, Compliance Risk Management Plans, compliance monitoring results, etc.
i) The solution must use inhouse (hybrid) cloud storage and services. It must cater for scalability and security features.

6.22 CORPORATE STRATEGY

The proposed solution must provide a fully integrated Corporate Strategy, Monitoring, Evaluation and Reporting capability that supports the complete strategy management lifecycle within a single Enterprise Performance Management (EPM) platform.
The solution must support:

a) Strategy formulation and environmental scanning.
b) Strategic and operational planning.
c) Strategy cascading and alignment.
d) Programme and project management.
e) Performance planning and monitoring.
f) Monitoring and evaluation.

g) Governance, risk and compliance management.
h) Resource and budget management.
i) Assurance and audit integration.
j) Reporting, analytics and decision support.

The system must provide a single source of truth that integrates strategic objectives, outcomes, programmes, projects, performance indicators, Technical Indicator Descriptions (TIDs), budgets, risks, controls, compliance obligations, audit findings, assurance activities and corrective actions within a common enterprise performance management framework.

The solution must seamlessly integrate with Internal Audit, Enterprise Risk Management, Compliance Management, Internal Control Management, Business Continuity Management, Project Management, Human Capital Management, Finance and Budgeting systems.

Strategic Planning and Formulation

The system must support the end-to-end strategic planning cycle, including:

Environmental Scanning and Strategic Analysis

a) Environmental scanning.
b) Stakeholder analysis.
c) SWOT analysis.
d) PESTLE analysis.
e) Strategic issue identification.
f) Research and trend analysis.
g) Scenario planning and "what-if" analysis.
h) Recording planning assumptions and dependencies.

Strategy Formulation

a) Development of Corporate and divisional Strategies, Corporate Plans, Annual Operational Plans (AOPs) and Departmental Plans.
b) Development and management of strategic objectives, outcomes, programmes, projects and initiatives.
c) Establishment of strategy maps, balanced scorecards, outcome frameworks and performance scorecards.
d) Communication and cascading of strategic objectives across the organisation.

e) Governance and Approval Processes
f) Configurable workflows for development, review, consultation, moderation, approval and amendment of plans.
g) Recording of comments, approvals, decisions and reasons for changes.
h) Maintenance of complete version histories and audit trails.

Strategy Execution

Strategic Alignment and Cascading

a) Automatic cascading of strategic objectives from Corporate Plans and APPs to divisions, departments, business units, programmes, projects and individual performance measures where applicable.
b) End-to-end traceability between strategic objectives and operational activities.

Action Planning and Task Management

a) Creation and management of action plans.
b) Assignment of responsibilities and deliverables.
c) Allocation and tracking of tasks, milestones and due dates.
d) Monitoring implementation progress.

Performance Planning and Monitoring

a) Performance planning and target setting.
b) Monitoring actual performance against approved targets.
c) Consolidation of organisational performance data.
d) Real-time tracking of performance at organisational, divisional, programme and project levels.
e) Forecasting of year-end performance positions.

Early Warning and Escalation

a) Automated alerts for underperformance.
b) Escalation mechanisms for overdue actions.
c) Exception reporting and performance warnings.

Results-Based Management and Monitoring & Evaluation

The system must support Results-Based Management (RBM) methodologies and Monitoring & Evaluation practices.

Theory of Change and Results Frameworks

a) Development and maintenance of theories of change.
b) Logic models and results chains.
c) Outcome pathways linking inputs, activities, outputs, outcomes and impacts.
d) Documentation and monitoring of assumptions and external factors.

Indicator Management

a) The system must support the creation, review, approval and maintenance of Technical Indicator Descriptions (TIDs), including:
b) Indicator title and definition.
c) Purpose and indicator type.
d) Calculation methodology.
e) Unit of measurement.
f) Reporting frequency.
g) Data source and collection methodology.
h) Baselines and targets.
i) Disaggregation requirements.
j) Assumptions and limitations.
k) Means of verification.
l) Responsible officials.

The system must maintain version control and historical records of all indicator changes.

Evidence and Performance Reviews

a) Evidence management and document repository functionality.
b) Submission, review and approval workflows.
c) Monthly, quarterly, mid-year and annual performance review processes.
d) Moderation and sign-off procedures.
e) Recording of decisions and agreed interventions.

Resource, Budget and Project Alignment

The solution must enable integrated planning and resource management.

The system must:

a) Link strategic objectives to programmes, projects and initiatives.
b) Allocate and monitor budgets against approved plans.
c) Track expenditure against strategic priorities.

d) Link financial, human, asset and project resources to expected outputs and outcomes.
e) Assess resource adequacy, efficiency, effectiveness, economy and value-for-money.
f) Identify unfunded or underfunded strategic commitments.
g) Assess the impact of budget changes on targets, programmes, projects and outcomes.

Reporting, Analytics and Dashboards

The solution must provide configurable role-based dashboards and reporting capabilities.

Dashboard Capability

The system must:

a) Produce live, interactive dashboards.
b) Display approved targets, actual performance, achievement percentages, variances, risks, corrective actions and evidence status.
c) Support reporting by current and historical reporting periods.
d) Provide drill-down capabilities from Board-level views to detailed operational information.

Analytics and Reporting

The system must:

a) Generate real-time, monthly, quarterly, annual and ad hoc reports.
b) Produce analytical graphs, tables and narrative reports.
c) Automatically generate variance analyses and management commentary.
d) Provide historical trend analysis and comparative reporting.
e) Support predictive analytics, forecasting and scenario modelling.

Self-Service Reporting

Authorised users must be able to:

a) Create and customise reports.
b) Select reporting criteria and dimensions.
c) Filter and disaggregate information by:

- Strategic objective.

- Outcome.
- Indicator.
- Programme.
- Project.
- Division.
- Department.
- Business unit.
- Province.
- Reporting period.
- Status.

Report Distribution

The system must enable export of reports and dashboards to:

- PDF.
- Microsoft Word.
- Microsoft Excel.
- Microsoft PowerPoint.

User Access, Workflow and Audit Trail Management

The system must:

a) Support role-based access control.
b) Enforce segregation-of-duties requirements.
c) Enable authorised users to capture, review, approve and report information according to assigned responsibilities.
d) Record all transactions, updates, approvals, evidence uploads and reporting activities.
e) Maintain complete audit trails and histories of all system activities.

Strategic Value and Business Outcome

The integrated Corporate Strategy, Monitoring & Evaluation, Reporting and Governance solution must provide a single digital ecosystem that enables the SABC to plan, execute, monitor, evaluate and report on organisational performance while strengthening governance, accountability, transparency and evidence-based decision-making.

The solution must enable the organisation to measure not only what is achieved, but also how effectively strategic objectives are delivered, risks are managed, resources are utilised and organisational value is created.

6.23 MONITORING AND EVALUATION

The Monitoring and Evaluation module must support the complete performance information and evaluation lifecycle, including indicator management, data collection, evidence submission, data validation, performance assessment, evaluation planning, reporting, corrective-action monitoring and organisational learning. The electronic Monitoring and Evaluation system (or module) must enable:

a) The real-time tracking, analysis and reporting of input on organisational, divisional performance.
b) The use of tables, graphical presentation, robots (RAG status indicators: red, amber and green status indicators. and other updated or latest trend functions. "Provide configurable tables, graphical presentations, dashboards, automated status indicators and data visualisation capabilities reflecting current and historical performance trends."
c) Produce live dashboard and interactive reports at particular periods of reporting including status as at particular past dates and previous reporting periods.
d) Produce standard reports with various analytical graphs, tables and narration.
e) Produce adhoc reports enabled by the ability of users to customise some desired reports including criterion selection on reporting.

Performance Indicator and Target Management

a) Create and maintain a central register of approved outcomes, outputs, indicators, baselines, annual targets, quarterly targets, data sources, reporting frequencies and responsible officials.
b) Link every indicator to the relevant strategic objective, outcome, output, programme, project, business unit, budget, risk and approved Technical Indicator Description.
c) Support qualitative, quantitative, financial, non-financial, output, outcome, efficiency, effectiveness and impact indicators.
d) Maintain approved target revisions and indicator amendments without overwriting original approved values, definitions or reporting history.
e) Validate targets to identify missing baselines, inconsistent reporting frequencies, duplicate indicators, misaligned quarterly targets and numerical inconsistencies.

Data Collection and Performance Submission

a) Provide configurable data-collection and performance-submission templates aligned to approved organisational, divisional, departmental, programme and project indicators.

b) Support scheduled monthly, quarterly, mid-year, annual and ad hoc performance submissions.
c) Assign submission responsibilities and deadlines to designated data owners, performance-information owners, reviewers and approvers.
d) Apply automated validation rules to identify incomplete submissions, calculation errors, missing evidence, duplicate records, unexplained variances and data outside approved parameters.
e) Permit resubmissions and corrections through controlled workflows that preserve the original submission, the revised submission, the reason for amendment and the required approval.

Portfolio of Evidence and Data Quality Assurance

a) Enable supporting evidence to be uploaded, indexed and linked directly to the relevant indicator, target, reported result, programme, project and reporting period.
b) Record the evidence owner, submission date, evidence type, reporting period, version, reviewer and verification status.
c) Support evidence verification, validation, certification, moderation and quality-assurance workflows.
d) Assess performance information against approved data-quality dimensions, including validity, accuracy, completeness, reliability, timeliness, consistency and verifiability.
e) Provide evidence-quality checklists and maintain reviewer comments, queries, responses, approvals and rejection reasons.
f) Prevent final approval of performance results where mandatory evidence or required quality checks remain outstanding, subject to authorised exception controls.

Performance Assessment and Variance Management

a) Automatically compare actual performance against approved period and annual targets and calculate the applicable variance and achievement status.
b) Support appropriate assessment methodologies for cumulative, non-cumulative, quantitative, qualitative, milestone-based, percentage and ratio indicators.
c) Require explanations for material overachievement, underachievement, non-achievement, delayed reporting and absence of reported results.
d) Record contributing factors, root causes, corrective actions, recovery measures, responsible officials and target completion dates.
e) Forecast the likely year-end performance position using approved year-to-date results, trends, risks and management interventions.

f) Generate alerts and escalation notifications for underperformance, recurring variance, overdue submissions, missing evidence and outstanding management actions.

Evaluation Management

a) Support the development and management of annual and multi-year evaluation plans.
b) Record the evaluation title, purpose, scope, evaluation questions, methodology, responsible parties, budget, milestones, status and planned completion date.
c) Support different types of evaluation, including diagnostic, design, implementation, process, outcome, impact, economic and synthesis evaluations.
d) Maintain evaluation terms of reference, inception reports, data-collection instruments, findings, conclusions, recommendations and final reports.
e) Record formal management responses to evaluation findings and recommendations.
f) Assign evaluation improvement actions to responsible officials and track milestones, due dates, supporting evidence, implementation status and closure approval.
g) Link evaluations and their findings to relevant strategic objectives, outcomes, programmes, projects, risks, performance results and organisational decisions.

Performance Reporting and Governance

a) Generate monthly, quarterly, mid-year, annual and ad hoc performance reports using approved templates and reporting structures.
b) Produce reports showing targets, actual performance, variance, reasons for variance, corrective measures, responsible officials and forecast performance.
c) Support configurable review, moderation, approval and sign-off workflows before performance information is submitted to executive management, governance structures or external stakeholders.
d) Preserve point-in-time reports and approved performance results for each reporting period.
e) Enable drill-down from consolidated organisational results to the underlying indicator, reported result, calculation, supporting evidence, reviewer comments and approval record.
f) Produce comparative reports across reporting periods, organisational units, programmes, projects, geographical areas and other approved dimensions.

Corrective Action and Improvement Tracking

a) Record performance-improvement plans and strategic interventions arising from performance reviews, evaluations, audits, risk assessments and governance decisions.
b) Assign corrective actions to responsible officials with agreed deliverables, milestones, due dates and evidence requirements.
c) Provide automated reminders and escalations for outstanding and overdue actions.
d) Require independent review and approval of evidence before an action may be recorded as completed or closed.
e) Identify recurring performance deficiencies, repeated corrective actions and unresolved systemic constraints.

Organisational Learning and Knowledge Management

a) Maintain a central repository of evaluation findings, lessons learnt, leading practices, performance-improvement initiatives and strategic insights.
b) Enable lessons and recommendations to be categorised and searched by strategic objective, outcome, programme, project, business unit, risk, reporting period and theme.
c) Support the dissemination and reuse of lessons in future strategic planning, programme design, budgeting, project implementation and performance-improvement processes.
d) Track whether approved evaluation and performance-review lessons have been incorporated into subsequent plans, programmes, projects and management interventions.

6.24 TECHNOLOGY REQUIREMENTS

The following are the technical requirements to host the server to support the system:

a) Must be certified to execute in a VMWare environment.
b) Minimum Disk capacity required must be specified.
c) Minimum RAM and processor capacity required must be specified.
d) Cloud-hosted solutions will be considered but must be costed as separate cost to application.
e) If cloud-based solution, then a point in time backup as a service with daily, monthly and yearly backup must be included in the proposal as a separate cost.

7. CUSTODY AND SYSTEM MANAGMENT

The system and the contract with the service provider will be managed by the Technology division. This includes technical system management, maintenance, system upgrade and access allocation to various users of the system. The system users will send their various requests for access and other technical reports such as audit trails, etc. to Technology for provision, whereas dedicated internal audit users will use their functional right (during the audit) to make requests or audit the system together with their operational rights of input, display and reporting as usual.

Most importantly, the Technology division will ensure sound and consistent segregation of duties regarding access control in all read and write access as would have been required and approved for each user. Internal Audit Management, Governance, Risk Management and Compliance (GRC), Corporate Strategy and Monitoring & Evaluation (M&E) employees will only be the users of the system during the duration of the contract and not system administrators nor system technicians as this will be borne by the Technology division. Technology division will host the server for this system in the cloud and will manage the related cost in this regard.

8. COST AND BUDGETING

The proposed system should have cost estimates for a five-year period for information purposes.

9. CONTRACT DURATION

The duration of the contract will be for a period of five (05) years.

10. RFI SUBMISSION INFORMATION

SUBMISSION DETAILS:

RFI responses should be submitted to the below address.

Electronic copies should be emailed to **rfi@sabc.co.za**

END OF THE REQUEST FOR INFORMATION DOCUMENT