INVITATION TO BID

BID NO:

RAF/2026/00079

BID DESCRIPTION:

APPOINTMENT OF A SUITABLY QUALIFIED SERVICE PROVIDER TO CONVERT AND MIGRATE THE RAF'S SAP ECC 6.0 AND SAP ASSOCIATED APPLICATIONS TO SAP S/4HANA PCE AND IMPLEMENT AND INTEGRATE SAP SUCCESSFACTORS MODULES.

PUBLICATION DATE: 11 NOVEMBER 2026

NON-COMPULSORY BRIEFING SESSION: 19 November 2026

LINK: https://teams.microsoft.com/meet/3751507311661121?p=T0RCHqfpSaL9FwPDva

CLOSING DATE: 04 DECEMBER 2026 @ 11H00 AM

Note: Faxed and/or Emailed Proposals/ bids will not be accepted, only hand delivered and couriered Proposals/ bids must be deposited in the tender box on or before the closing date and time.

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IMPORTANT NOTES:

1. Bid documents are available on the website (www.raf.co.za) at no cost.
2. Submission of Proposals
   - Bid responses must be placed in the tender box clearly marked with a tender number and description; and
   - Bidders are required to submit an original Bid Document/Proposal and a Copy and USB (To be enclosed in the envelope which contains the Original Bid Document/Proposal.
   - The proposal must be deposited in the tender box situated at the reception of RAF at the address given below:

     Road Accident Fund (RAF), Eco Glades 2 Office Park, 420 Witch-hazel Avenue, Centurion, 0046
3. Validity Period

   The proposal submitted by the supplier must be valid for a period of 90 days, from the closing date for the submission of proposals.
4. Enquiries

   All enquiries regarding this bid must be directed to the Supply Chain Management Office:

   Bid Enquiries: Ilish Seema

   E-mail address: ilishs@raf.co.za.

   Note: No telephonic enquiries will be entertained.

   Closing date and time for Bid questions and enquiries: **24 November 2026**

   Publication date for Questions & Answers: **25 November 2026**

Questions and Answers will be published on the RAF website and eTender portal.

Important Notes:

1. All questions/enquiries must be forwarded in writing to the e-mail address above; and
2. Questions/enquiries received after the above-stated date and time will not be entertained.

LEGISLATIVE REQUIREMENTS

This stage checks and validates the bidders' compliance to the legal requirements to conduct business in South Africa, as well as to the industry requirement for the supply of goods and services.

Returnable Documents / Information	**Check list** ✓ **Tick each box**
SBD 1: Completed, attached and signed	
SBD 3.1 or 3.2 or 3.3 Completed, attached and signed	
SBD 4: Completed, attached and signed	
SBD 5: Completed, attached and signed	
SBD 6.1: Completed, attached and signed	
Proof of Construction Industry Development Board (CIDB) registration, if applicable.	
Specification document	
General Condition of contract	
Provide Tax TCS Pin to verify Tax Status: Attached (In bids where Consortia/Joint Ventures/Sub-contractors are involved, each party must submit a separate Tax TCS Pin.)	
If the bidder is a joint venture, consortium or other unincorporated grouping of two or more persons/ entities, a copy of the joint venture agreement between the members should be provided.	
Registered on the Central Supplier Database of National Treasury. (For registration information, go to https://secure.csd.gov.za/)	

Note: Some requirements may not be applicable to international suppliers/ bidders and only those suppliers/ bidders will be exempted from these mandatory/ legislative requirements. All SBDs must be submitted (signed) noting where it is not applicable.

PART A
INVITATION TO BID

YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE ROAD ACCIDENT FUND					
BID NUMBER:	**RAF/2026/00079**	CLOSING DATE:	**04 NOVEMBER 2026**	CLOSING TIME:	**11H00**
DESCRIPTION	APPOINTMENT OF A SUITABLY QUALIFIED SERVICE PROVIDER TO CONVERT AND MIGRATE THE RAF'S SAP ECC 6.0 AND SAP ASSOCIATED APPLICATIONS TO SAP S/4HANA PCE AND IMPLEMENT AND INTEGRATE SAP SUCCESSFACTORS MODULES.				

BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED AT:
ROAD ACCIDENT FUND (RAF) **ECO GLADES 2 OFFICE PARK**
420 WITCH-HAZEL AVENUE
CENTURION
0046

BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO		TECHNICAL ENQUIRIES MAY BE DIRECTED TO:	
CONTACT PERSON	**Ilish Seema**	CONTACT PERSON	
TELEPHONE NUMBER		TELEPHONE NUMBER	
FACSIMILE NUMBER	**N/A**	FACSIMILE NUMBER	
E-MAIL ADDRESS	**ilishs@raf.co.za**	E-MAIL ADDRESS	

SUPPLIER INFORMATION					
NAME OF BIDDER					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		
CELLPHONE NUMBER					
FACSIMILE NUMBER	CODE		NUMBER		
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER					
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		**OR**	CENTRAL SUPPLIER DATABASE No:	MAAA

1 ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	☐Yes ☐No [IF YES ENCLOSE PROOF]	**2** ARE YOU A FOREIGN BASED SUPPLIER FOR **THE GOODS /SERVICES /WORKS OFFERED?**	☐Yes ☐No [IF YES, ANSWER THE QUESTIONNAIRE BELOW]
QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS			

IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?	☐ YES ☐ NO
DOES THE ENTITY HAVE A BRANCH IN THE RSA?	☐ YES ☐ NO
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?	☐ YES ☐ NO
DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?	☐ YES ☐ NO
IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?	☐ YES ☐ NO

IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW.

PART B
TERMS AND CONDITIONS FOR BIDDING

1. BID SUBMISSION:

1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.

1.2. **ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED–(NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.**

1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.

1.4. **THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).**

2. TAX COMPLIANCE REQUIREMENTS

2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.

2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.

2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA.

2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.

2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED, EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.

2.6 WHERE NO TCS PIN IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.

2.7 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE."

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

SIGNATURE OF BIDDER:……

CAPACITY UNDER WHICH THIS BID IS SIGNED:……
(Proof of authority must be submitted e.g. company resolution)

PRICING SCHEDULE – FIRM PRICES (PURCHASES)

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

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

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

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

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

- Required by: …….
- At: …….
  ……
- Brand and model …….
- Country of origin …….
- Does the offer comply with the specification(s)? *YES/NO
- If not to specification, indicate deviation(s) …….
- Period required for delivery …….
  *Delivery: Firm/not firm
- Delivery basis ……

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

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

*Delete if not applicable

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

1.1 Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa, 1996 (Constitution), and further expressed in the various applicable legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

1.2 If a person is listed in the Register for Tender Defaulters and/or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

2. DECLARATION ON EMPLOYMENT BY ORGAN OF STATE

2.1 Is the bidder, or any of the directors / trustees / shareholders / members / partners of the bidder employed by an organ of state, as defined in section 239 of the Constitution? **YES/NO**

2.2 If YES, furnish particulars of the names, individual identity numbers, in the table below:

Full Name	Identity Number	Name of organ of state

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1. the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

2.3 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? **YES/NO**

2.3.1 If so, furnish particulars:

……
……
……

2.4 Does the bidder or any of its directors/trustees/shareholders members/partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise, whether or not they are bidding for this contract? **YES/NO**

2.4.1 If so, indicate all companies registered in the CSD in the table below:

Supplier registration number (MAAA)	**Status (active/inactive/deleted)**

Failure to disclose all CSD-registered active companies linked to all Directors will lead to disqualification**.**

3 GENERAL DECLARATION

I, ……....., the undersigned, in submitting the accompanying bid, do hereby make the following statements that I certify to be true and complete in every respect:

3.1 I have read and I understand the contents of this disclosure.

3.2 I understand that the accompanying bid will be disqualified if this disclosure is found to be false.

3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor.

3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.

3.5 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.

3.6 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.

3.7 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative

penalties in terms of section 59 of the Competition Act, 1998 (Act No. 89 of 1998) and or may be referred to law enforcement agencies for criminal investigation and or may be restricted from conducting business with the state for a period not exceeding 10 years in terms of the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004) or any other applicable legislation.

I CERTIFY THAT THE ABOVE IS CORRECT.

I ACCEPT THAT THE PROCURING INSTITUTION MAY REJECT THE BID OR TAKE APPROPRIATE ACTION AGAINST ME IF THIS DECLARATION IS FALSE.

……	……
Signature	Date
……	……...
Designation	Name of bidder

SBD:5

THE NATIONAL INDUSTRIAL PARTICIPATION PROGRAMME INTRODUCTION

The Nationak Industrial Participation (NIP) Programme, which is applicable to all government procurement contracts that have an imported content, became effective on 1 September 1996

The NIP Policy and Guidelines were fully endorsed by Cabinet on 30 April 1997. In terms of the Cabinet decision, all state and parastatal purchases/lease contracts for (for goods, works and services) entered into after this date, are subject to the NIP requirements. NIP is obligatory and therefore must be complied with. The Industrial Partificipation Secretariat (IPS) of the Department of Trade and Industry (dti) is charged with responsibility of administering:

1. PILLARS OF THE PROGRAMME

1.1 The NIP obligation is benchmarked against the imported content of the contract. Any Contract having an imported content equal to or exceeding US$10 million or other currency equivalent to US$10 million will have an NIP obligation. This threshold of US$10 million can be reached as follows:

(a) Any single contract with imported content exceeding US$10 million.

Or

(b) Multiple contracts for the same goods, works or services each with imported content exceding US$3 million awarded to one seller over a two-year period which exceeds US$10 million in total.

Or

(b) A contract with a renewable option clause, where should the option be excercised, the total value of the imported content will exceed US$10 million.

Or

(d) Multiple suppliers of the same goods, works or services under the same contract, where the value of the imported content of each allocation is equal to or exceeds US$3 million worth of goods, works or services to the same government institution, which in total over a two-year period exceeds US$10 million.

1.2 The NIP obligation applicable to suppliers in respect of subparagraphs 1.1 (a) to 1.1 (c) above will amount to 30% of the imported content, whilst suppliers in respect of sub-paragraph 1.1 (d) shall incur 30% of the total NIP obligation on a pro-rata basis.

1.3 To satisfy the NIP obligation, the dti would negotiate and conclude agreements such as investments, joint ventures, sub-contracting, license production, export promotion, sourcing arrangements and reaseracg and development (R&D) with partners, or suppliers

1.4 A period of seven years has been identified as the time frame within which to discharge the obligation.

2. REQUIREMENTS OF THE DEPARTMENT OF TRADE AND INDUSTRY

2.1 In order to ensure effective implementation of the programme, successful bidders (contractors) are required to, immediately after the award of the contract.

that is in excess of R10 million, submit details of such a contract to the dti for reporting purposes.

2.2 The purpose for reporting details of contracts in excess of the amount of R10 million is to cater for multiple contracts for the same goods, works, services; renewable contracts and multiple suppliers for the same goods, works or services under the same contract as provided for in sub-paragraphs 1.1 . (b) to 1.1. (d) above.

3. BID SUBMISSION AND CONTRACT REPORTING REQUIREMENTS OF THE BIDDERS AND SUCCESSFUL BIDDERS (CONTRACTS)

3.1 Bidders are required to sign and submit this Standard Bidding Document (SBD 5) together with the bid on the closing date and time.

3.2 In order to accommodate multiple contracts for the same goods, works or services, renewable contracts and multiple suppliers for the same goods, works or services under the same contract as indicated in sub-paragraphs 1.1 (b) to 1.1 (d) above and to enable the dti in determining the NIP obligation , successful bidders (contractors) are required, immediately after being officially notiied about any successful bid with a value in excess of R10 million, to contact and furnish the dti with the following information:

- Bid/contract number;
- Description of the goods, works or services;
- Date on which the contract was accepted;
- Name, address and contact details of the government institution;
- Value of the contract; and
- Imported content of the contract, if possible.

3.3 The information required in paragraph 3.2 above must be sent to the Department of Trade and Industry, Private Bag X 84, Pretoria, 0001 for the attention of Mr Elias Malapane withion five (5) working days after the award of the contract. Mr Malapane may be contacted on the telephone number (012) 394 1401, facsmile (012) 394 2401 or e-mail at Elias@thedti.gov.za for further details about the programme.

4 PROCESS TO SATISFY THE NIP OBLIGATION

4.1 Once the successful bidder (contractor) has made contact with and furnished the dti with the information required, the following steps will be followed:

a. The contractor and the dti will determine the NIP obligation;
b. The contractor and the dti will sign the NIP obligation agreement;
c. The contractor will submit a performance guarantee to the dti;
d. The contractor will submit a business concept for consideration and approval by the dti;
e. Upon approval of the business concept by the dti, the contractor will submit detailed business plans outlining the business concepts;
f. The contractor will implement the business plans; and
g. The contractor will submit bi-annual progress reports on approved plans to the dti.

4.2 The NIP obligation agreement is between the dti and the successful bidder (contractor) and, therefore, does not involve the purchasing institution.

Bid number …….

Closing date: …….

Name of bidder: ……..

Postal address

……

……

Signature…….Name (in print)……..

Date……..

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022

This preference form must form part of all tenders invited. It contains general information and serves as a claim form for preference points for specific goals.

NB: BEFORE COMPLETING THIS FORM, TENDERERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE TENDER AND PREFERENTIAL PROCUREMENT REGULATIONS, 2022

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1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to invitations to tender:

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

1.2 **To be completed by the organ of state**

(*delete whichever is not applicable for this tender*).

a) The applicable preference point system for this tender is the 80/20 or 90/10 preference point system.

1.3 Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:

(a) Price; and

(b) Specific Goals.

1.4 **To be completed by the organ of state:**

The maximum points for this tender are allocated as follows:

	POINTS	POINTS
PRICE	**80**	**90**
SPECIFIC GOALS	**20**	**10**
Total points for Price and SPECIFIC GOALS	**100**	**100**

1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.

1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

2. DEFINITIONS

(a) **"tender"** means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
(b) **"price"** means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
(c) **"rand value"** means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
(d) **"tender for income-generating contracts"** means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
(e) **"the Act"** means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

3.1.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

A maximum of 80 or 90 points is allocated for price on the following basis:

80/20 **or** **90/10**

$$Ps = 80\left(1 - \frac{Pt - P\,min}{P\,min}\right) \text{ or } \quad Ps = 90\left(1 - \frac{Pt - P\,min}{P\,min}\right)$$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

3.2. FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME GENERATING PROCUREMENT

3.2.1. POINTS AWARDED FOR PRICE

A maximum of 80 or 90 points is allocated for price on the following basis:

80/20 **or** **90/10**

$$Ps = 80\left(1 + \frac{Pt - P\,max}{P\,max}\right) \text{ or } \quad Ps = 90\left(1 + \frac{Pt - P\,max}{Pmax}\right)$$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmax = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:

4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—

(a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or

(b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,

then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.

Table 1: Specific goals for the tender and points claimed are indicated per the table below.

(Note to organs of state: Where either the 90/10 or 80/20 preference point system is applicable, corresponding points must also be indicated as such.

***Note to tenderers: The tenderer must indicate how they claim points for each preference point system.*)**

The specific goals allocated points in terms of this tender	Number of points allocated (80/20 system) (To be	Number of points allocated (90/10 system)	Number of points allocated (80/20 system) (To be	Number of points claimed (90/10 system) (To be completed by

	completed by the organ of state)	(To be completed by the organ of state)	completed by the organ of state)	the tenderer)
South African citizen who had no franchise in national elections prior to the introduction of the Constitution of the Republic of South Africa, 1983 (Act 200 of 1983) or the Constitution of the Republic of South Africa, 1996. (minimum 51% ownership or more)	**10**	**5**		
Women (minimum 51% ownership or more)	**8**	**4**		
Persons with disabilities (minimum 51% ownership or more)	**2**	**1**		

DECLARATION WITH REGARD TO COMPANY/FIRM

4.3. Name of company/firm…….

4.4. Company registration number: ……...

4.5. TYPE OF COMPANY/ FIRM

- ☐ Partnership/Joint Venture / Consortium
- ☐ One-person business/sole propriety
- ☐ Close corporation
- ☐ Public Company
- ☐ Personal Liability Company
- ☐ (Pty) Limited
- ☐ Non-Profit Company
- ☐ State Owned Company

[TICK APPLICABLE BOX]

4.6. I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

i) The information furnished is true and correct;

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

iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;

iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –

(a) disqualify the person from the tendering process;

(b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;

(c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;

(d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and

(e) forward the matter for criminal prosecution, if deemed necessary.

…… **SIGNATURE(S) OF TENDERER(S)**
SURNAME AND NAME: …… **DATE:** ……
ADDRESS: …… …… …… ……

BID SPECIFICATION - APPOINTMENT OF A SUITABLY QUALIFIED SERVICE PROVIDER TO CONVERT AND MIGRATE THE RAF'S SAP ECC 6.0 AND SAP ASSOCIATED APPLICATIONS TO SAP S/4HANA PCE AND IMPLEMENT AND INTEGRATE SAP SUCCESSFACTORS MODULES.

1. BACKGROUND OF THE ROAD ACCIDENT FUND

The Road Accident Fund (RAF) is a Schedule 3A Public Entity established in terms of the Road Accident Fund Act, 1996 (Act No. 56 of 1996), as amended. Its mandate is the provision of compulsory social insurance cover to all users of South African roads, to rehabilitate and compensate persons injured as a result of negligent driving of motor vehicles in a timely and caring manner, and to actively promote the safe use of our roads. The RAF has its headquarters in Centurion - Pretoria and other offices country wide.

2. SPECIAL INSTRUCTIONS TO BIDDERS

2.1. The bidder/s must be an eligible, registered service provider/s in terms of the applicable laws in South Africa.

2.2. The bidder/s must have a business continuity management plan, which must be available for inspection by the RAF during the subsistence of rendering services to the RAF.

2.3. The Evaluation Criteria that are published with this Request for Proposal/ Bids will be used to assess bidders' responses and no amendment shall be made after the closing date of a bid. Bid Proposals must be clearly indexed and cross referenced to a Table of Contents.

2.4. Companies or Directors included on the National Treasury register of Restricted Suppliers and/ or Tender Defaulters will be automatically disqualified from the bidding process.

2.5. As prescribed all Standard Bidding Documents (SBD Forms – Returnable Documents) must be fully completed and duly signed. All Returnable Documents must be submitted with the proposal on the closing date of the bid.

2.6. The RAF will confirm the following prior to any award being made:

2.6.1. That the bidder/s is/ are registered on the National Treasury Central Supplier Database (CSD)

2.6.2. The bidder’s tax status is compliant with the South African Revenue Service (SARS), in cases where the recommended bidder/s is/ are non-compliant with SARS, the bidder/s will be allowed seven (7) working days to rectify their tax matters, if the bidder/s fails to rectify their tax matters, they will be disqualified once the 7th working day period lapses.

2.7. The bidder/s shall have Professional Indemnity cover, which must be available prior to the award, which shall extend to include Privacy breach and cyber liability (extension/endorsement).

2.8. The service provider/s agrees to indemnify and hold the Fund harmless from and against any claims, losses, damages, or expenses incurred as a result of any breach arising out of or attributable to the Service Provider’s negligent acts or omissions.

2.9. The Bidder/s must implement or consider the principles of Privacy by Design and Privacy by Default when reviewing, redesigning and recommending business processes.

2.10. The Bidder/s must ensure that all information stored electronically is protected through appropriate encryption, authentication, logging and monitoring controls where applicable

2.11. The Bidder/s must not transfer, store or process RAF information outside the Republic of South Africa without the RAF's prior written approval and compliance with applicable legal requirements.

2.12. The Bidder/s must permit the RAF, or its authorised representatives, to conduct privacy, information security and compliance assessments or audits relating to the processing of RAF information.

3. BACKGROUND OF THE BID

The RAF’s current transformation journey is guided by the 2025-2030 Organisational Strategy, with System Modernisation serving as a primary catalyst for improved operational efficacy and service delivery. Central to this vision is the migration from the legacy on-premises ERP solution to a cloud-native digital core. This is a strategic shift designed to provide the necessary scalability and agility to meet the Fund's evolving business requirements.

The RAF is embarking on a project to convert and migrate its SAP ECC platform and other SAP associated applications to SAP S/4HANA and extend the implementation of SAP SuccessFactors. The implementation will be executed using the “Brownfields” approach. To

ensure the full migration from the on-premise solution, the migration will include the implementation of SAP SuccessFactors Employee Central, Compensation and Learning modules.

This system conversion represents a vital evolution of the RAF's enterprise solutions, providing a high-performance cloud-based platform that remains fully compliant with regulatory standards. Beyond technical enhancement, this modernization is a time-sensitive requirement to comply with the formal end-of-support timelines of the SAP ECC platform communicated by SAP. This transition enables the RAF to reduce operational costs and eliminate legacy technical debt, enhance system resilience capabilities and optimize business performance through process re-engineering and the adoption of best-in-class digital features.

4. SCOPE OF WORK

The Road Accident Fund (RAF) is seeking to appoint an experienced SAP accredited service provider to execute a complete "Brownfield conversion" of its current SAP ERP landscape. This environment comprises of SAP ECC (EHP8, SP28 on Oracle 19c) and SAP related applications such as SAP GRC, SAP BW, SAP Solution Manager, etc. The conversion includes the migration to the latest stable SAP S/4HANA Private Cloud Edition (PCE) release, the implementation and integration of SAP SuccessFactors modules. The service provider shall be appointed for a period not exceeding 2 years for the delivery of both phase 1 and phase 2 requirements.

The project aims to:

1. Successfully convert and migrate the on-premises, self-managed SAP ECC 6.0 EHP8 solution to SAP S/4HANA Private Cloud Edition, maintaining existing functionality while capitalising on SAP S/4HANA's enhanced features and best practices to maximise process efficiency, reduce maintenance costs, and enhance business agility. Custom solutions will be replaced with enhanced SAP S/4HANA functionalities wherever possible while preserving existing optimised configurations.
2. Execute the conversion to SAP S/4HANA using proven strategies, methodologies and techniques to ensure zero service disruption to the organization.
3. Extend the currently implemented SuccessFactors modules (Recruitment, Performance & Goals) by implementing and integrating the following additional SuccessFactors modules:
    - SuccessFactors Employee Central

- SuccessFactors Learning
- SuccessFactors Compensation

4. Leverage SAP's customer experience capabilities such as Joule and WalkMe to improve user adoption using context-aware Artificial Intelligence (AI) features that enhance the user experience.

5. Implement appropriate SAP Fiori features to promote customer mobility, improve user experience, and increase user satisfaction through enhanced multi-channel capabilities while enforcing high security standards.

6. Strengthen the security of all SAP deployments within the RAF's environment. The S/4HANA upgrade will enable the RAF to gain valuable business advantage, including improved planning capabilities, streamlined execution, robust reporting, insightful data analysis, and the automation of key business processes.

7. Successfully implement the relevant SAP SuccessFactors modules and migrate the existing on-premises, self-managed SAP ECC 6.0 EHP8 Human Capital Management (HCM) solution and data to the SAP SuccessFactors platform, ensuring a seamless transition with minimal impact to the business.

The SAP implementation must demonstrate adherence to the principles of Privacy by Design, ensuring that data protection is embedded throughout the project execution, system architecture, business processes, and data lifecycle. This includes proactive measures for data minimisation, access control, user consent, secure data processing, and auditability in line with POPIA and all relevant statutory data protection standards.

For the purposes of this RFB, the terms "system Upgrade", "System Conversion" and "System and Data Migration" are defined as follows:

System Conversion: Refers to the end-to-end technical transition of the existing RAF SAP ECC 6.0 EHP8 landscape to SAP S/4HANA (Brownfield approach). This includes the transformation of the database to HANA, application code updates, and the mandatory remediation of legacy custom code (Z-objects).

Service and Data Migration: Refers to (1) the development, configuration and deployment of services and functionality into the SAP S/4HANA and SAP SuccessFactors platforms, AND (2) the transition, mapping, and validation of master and transactional data into the new SAP S/4HANA and SAP SuccessFactors structures.

System Upgrade: Refers to the process to implement a higher version of the SAP S/4HANA and SAP SuccessFactors services/platforms and related feature and service pack stacks.

The Service Provider is required to conduct all 3 activities, namely:

1) Execute a Technical Conversion of the system ensuring all services and functionality can be migrated to S/4HANA.
2) Perform the Service and Data Migration from current SAP ECC 6.0 EHP8 to SAP S/4HANA and SAP SuccessFactors.
3) Apply the latest SAP S/4HANA and SAP SuccessFactors software version updates and associated service and feature packs.

While the RAF recognizes the distinct technical definitions of 'System Conversion', 'Technical Upgrade', and 'Service and Data Migration' within the SAP S/4HANA framework, it is important to note that these terms may be used interchangeably or collectively throughout this tender document and its associated annexures.

The bidder is required to apply professional judgment and technical expertise to deduce the specific intent of these terms based on the immediate context of the requirement.

In instances where the context does not explicitly differentiate between the technical terms, the bidder must assume that the requirement refers to the holistic execution of all three activities (Conversion, Upgrade, and Migration). The successful bidder will be held contractually liable for the delivery of a complete, end-to-end transformed environment, regardless of the specific term utilized in a particular clause.

In the event of a conflict between the general use of these terms and a specific technical deliverable listed in any section of this document, the more comprehensive and inclusive technical definition shall prevail.

To balance business continuity with continuous digital transformation, the RAF has adopted a two-phased delivery strategy for the SAP S/4HANA and SuccessFactors implementation project.

Phase 1: This phase focuses strictly on a seamless technical conversion from the legacy SAP ECC 6.0 environment to SAP S/4HANA PCE platform, including the implementation and integration of SAP SuccessFactors Employee Central, Learning and Compensation modules ensuring that all existing core capabilities, customized business rules, and critical integrations are preserved with zero disruption to daily operations. This phase acts as a foundational stabilization period, prioritizing technical compliance, SAP Clean Core principles.

Phase 2: This phase pivots to optimisation, business transformation, and process enhancements. Leveraging the newly established SAP S/4HANA and SAP SuccessFactors capabilities, RAF aims to introduce advanced capabilities, system enhancements, and new solutions to improve business efficiency, automate manual workflows, and unlock advanced

data analytics. By structuring the scope into two distinct phases, RAF aims to ensure a low-risk transition while establishing a clear roadmap for long-term operational excellence.

The table below indicates the key deliverables associated with each phase:

Project Phase	Strategic Objective	Key Deliverables (High-Level)
Phase 1: Foundation & Technical Conversion	To successfully execute a Brownfield conversion to SAP S/4HANA Private Cloud Edition and implement SAP SuccessFactors modules ensuring absolute business continuity and the preservation of existing functional capabilities.	• Full SAP S/4HANA Technical Conversion (Sandbox to Production) • Implementation and integration of SuccessFactors Employee Central to S/4HANA HCM • Implementation and integration of SAP SuccessFactors Compensation, SAP SuccessFactors Learning • Business Partner (BP) & Universal Journal Migration • Custom Code Remediation & Clean Core Realization • 90-Day Hypercare Support
Phase 2: Enhancement & Digital Optimization	To drive operational efficiencies and business process improvements by deploying and enabling advanced SAP S/4HANA capabilities, transforming and automating business processes, implement modern user experiences, and leverage strategic cloud extensions.	• Activation of SAP Joule (AI Copilot) & Advanced Analytics • Deployment of Role-Based SAP Fiori UX Applications • Business Process Automation & Modernized Workflows • SAP Business Integrity Screening implementation

		• Post-Implementation Stabilization & Knowledge Transfer

4.1. Summary of the requirements

4.1.1. Phase 1 requirements

The deliverables constituting the scope of work are summarised in the table below:

ID #	Requirement	Description
P1R01	SAP Licensing Strategy & Optimization	Conduct a comprehensive analysis of current SAP licensing, providing optimization strategies and formal recommendations to align with SAP S/4HANA PCE and SAP SuccessFactors requirements and minimize total cost of ownership (TCO).
P1R02	SAP SuccessFactors Employee Central	Execute the end-to-end implementation of SAP SuccessFactors Employee Central module, including the configuration of all associated standard and custom integrations with the SAP S/4HANA core. Ensure that Employee Central is fully deployed and operational as a key dependency for the SAP S/4HANA migration.
P1R03	SAP S/4HANA System Conversion & Data Migration	Manage the full lifecycle of the system conversion from SAP ECC 6.0 EHP8 to SAP S/4HANA, utilizing the "Brownfield" approach, comprising: • **Functional Conversion:** Re-configuring and optimizing functional processes to align with SAP S/4HANA best practices. • **Technical Conversion:** Executing all technical system upgrades, database migration (to SAP S/4HANA), and code remediation. • **Service/Data Migration & Lifecycle Management:** Comprehensive migration of business-critical data and the implementation of data archiving strategies for legacy information. • **Application Scope Realization:** Full upgrade and validation of all "In-Scope" applications within the SAP S/4HANA environment.
P1R04	SAP	Implement the SuccessFactors Learning module and

	SuccessFactors Learning	integrate into the ERP ecosystem, addressing Training administration, employee training compliance, and learning content management.
P1R05	SAP SuccessFactors Compensation	Implement the SuccessFactors Compensation module for the management of salary planning, benefits management, and incentive management.
P1R06	Analytics & Reporting Modernization	Standardize existing SAP BW reports and develop optimized Core Data Services (CDS) views on SAP S/4HANA and SAP SuccessFactors to enhance real-time reporting capabilities.
P1R07	Quality Assurance & Testing	Implement a structured QA and testing framework, encompassing Unit Testing, System Integration Testing (SIT), User Acceptance Testing (UAT), Regression Testing, Performance Testing, Data Migration Testing, and Go-live Rehearsals, to validate the successful Brownfield conversion to SAP S/4HANA PCE and the implementation of in-scope SAP SuccessFactors solutions prior to Go-live.
P1R08	Identity & Access Management (IAM)	Implement a "educed Sign-On" (RSO) or Single Sign-On (SSO) architecture specifically optimized for all self-service capabilities to enhance user experience and security.
P1R09	SAP Fiori User Experience Implementation	Deploy and configure SAP Fiori Applications to provide a modern, role-based user interface across all migrated functional areas.
P1R10	Regulatory Compliance & Governance	Ensure all system configurations and data handling processes adhere to RAF and South African regulatory requirements (including POPIA) and SAP-specific compliance standards.
P1R11	Legacy System Decommissioning	Develop and execute, in full consultation with RAF stakeholders, a secure decommissioning plan for legacy on-premises SAP services, ensuring that South African regulatory requirements and RAF data retention policies are adhered to prior to shut down.
P1R12	Cybersecurity & Secure Design	Implement all S/4HANA recommended security improvements, and incorporate "Secure-by-Design"

		principles into the SAP landscape architecture, including advanced security enhancements to protect the cloud-native environment.
P1R13	Project Governance & Methodology	Deliver the project using a hybrid project management approach, integrating appropriate project management governance with the SAP Activate methodology to ensure structured execution and quality assurance.
P1R14	Organizational Change Management (OCM)	Implement a comprehensive Change Management strategy to drive user adoption, manage stakeholder expectations, and minimize organizational resistance during the transition.
P1R15	SAP GRC Access Control and Process Control	Deploy and configure SAP GRC Access Control and Process control capabilities, ensuring robust segregation of duty (SoD) requirements are maintained and re-mapping of Access Request Management workflows in accordance with organizational requirements.
P1R16	Post-Go-Live Hypercare	Provide three (3) months' of proactive Hypercare support immediately following the production conversion and subsequent "go-live" to ensure system stability (performance and availability) and rapid issue resolution to minimize service disruptions.
P1R17	Managed Support & Service Handover	Provide an additional three (3) months of post-hypercare support, focused on a structured knowledge transfer and formal handover to the incumbent SAP Support & Maintenance provider and internal Subject Matter Experts (SMEs).
P1R18	Benefits Realisation & Performance Support	Provide ongoing support for Benefits Realisation Management to track and validate that the modernization achieves the strategic objectives outlined in the RAF Organizational Strategy.
P1R19	Training & Knowledge Transfer	Deliver comprehensive technical and functional training, ensuring a full knowledge transfer to the incumbent support team and RAF SMEs to facilitate long-term self-sufficiency.

4.1.2. Phase 2 requirements

ID #	Requirement	Description
P2R01	SAP Business Integrity Screening (BIS)	Perform a greenfield implementation of SAP Business Integrity Screening to automate the detection and prevention of anomalies and fraudulent activities.
P2R02	Business Process Optimization and Automation	Automate manual, labour-intensive, and human-driven tasks by leveraging embedded workflow management and automated exception handling to increase processing speed and eliminate operational bottlenecks. Audit, refactor, and remove redundant legacy Z modifications inherited from the brownfield conversion. Lead and facilitate business process re-engineering initiative leveraging S/4HANA and BTP platform

The following section sets out the detailed requirements, providing further clarity on the expected deliverables associated with the requirements outlined above.

PHASE 1 REQUIREMENTS

4.2. SAP Licensing Strategy & Optimization (ID: P1R01)

4.2.1. Assess and produce an inventory of all current software licenses, including product name, license type, quantity, and expiration dates.

4.2.2. Analyse license usage to identify unused or underutilised licenses, assess the current license compliance to identify potential gaps or risks, and make recommendations for optimising license usage, including:

- License consolidation and right-sizing to maximise value
- License re-allocation or conversion in line with necessary product prescripts
- Analysis of consumption patterns, and negotiating better terms with the OEM

4.2.3. Build and automate routine reports to monitor current utilization and project future needs and necessary optimization strategies.

4.2.4. Recommend future licensing strategy that aligns with the RAF's needs and budget.

4.3. SAP SuccessFactors Employee Central (ID: P1R02)

4.3.1. SAP SuccessFactors Employee Central (Core HR):

Implementation of SAP SuccessFactors Employee Central as the foundational, global "System of Record" for the RAF, establishing corporate and employee structures using the Metadata Framework (MDF) and standard Foundation Objects.

- Core HR Functional Configuration - setup of a Human Capital Management (HCM) system, defining enterprise structures, legal entities, workforce organizations, and employee master data administration to drive efficient management and facilitate automated downstream processing.
- Employee & Manager Self-Service (ESS/MSS) - Configuration of role-based, localized self-service workflows.
- Time Management - Implementation of time-off and timesheet tracking within Employee Central to capture absences, accruals, and attendance.

4.3.2. Technical Integration & SAP S/4HANA PCE Synchronization

- Establish seamless, bi-directional and asynchronous transactional integration patterns via SAP Business Technology Platform (BTP).
- Implementation of standard SAP Cloud Integration mapping SAP SuccessFactors Employee Central Application Programming Interfaces (APIs) to the SAP S/4HANA PCE environment

4.3.3. SAP S/4HANA Payroll Integration

- Ensure full synchronization between Employee Central and S/4HANA Payroll for employee master data adjustments, termination actions, compensation modifications, and benefit deductions

4.3.4. Third-Party System Integration

- API Management & Security - Design, develop, migrate, and deploy secure, standard APIs via SAP Integration Suite for external operational vendors (e.g., Medical Aid Administrators, Pension Funds, etc.)

4.4. SAP S/4HANA System Conversion & Data Migration (ID: P1R03)

4.4.1. Functional conversion

- Implement all in-scope modules on SAP S/4HANA ensuring full feature parity between ECC and SAP S/4HANA solutions.

- The existing integration logic must be preserved in its architectural integrity while being systematically refined and optimized to ensure it aligns with SAP S/4HANA's modern processing capabilities.
- Systematically address all critical items, simplification hurdles, and technical prerequisites identified in the SAP Readiness Check to ensure a seamless conversion to SAP S/4HANA.
- Identify opportunities to replace legacy custom-built solutions with SAP S/4HANA standard functionalities where viable, ensuring that established and optimized business processes remain intact.
- Preserve the foundational integrity of the current integration framework while strategically refining and enhancing its performance to align with modern processing capabilities.
- Conduct a comprehensive analysis of implemented customizations and modifications with the intent to optimize, refactor, or decommission redundant code in strict accordance with SAP ABAP Clean Core best practices.
- Provide and implement recommendations that enable a robust end-to-end SAP architecture solution, ensuring that all provisioned services, platforms, and environments are configured to support a high-availability, high-performance upgrade path.
- Execute all functional conversion activities to guarantee that the existing SAP ECC 6.0 EHP8 capabilities are successfully transitioned, validated, and deployed within the SAP S/4HANA environment without loss of service.
- Ensure the final production environment is at the "N" or "N-1" release level (the most current or one version prior) at the time of Go-Live to maximize the support lifecycle.

4.4.2. Technical conversion

- Execute a multi-dimensional SAP Readiness Check to identify simplification items, technical prerequisites, and sizing requirements; subsequently, develop a robust Conversion Roadmap aligned with the SAP Activate methodology.
- Implement and configure an SAP-approved integrated security solution that complies with the organisation's internal security mandates and aligns with SAP Best Practices, ensuring end-to-end data protection and compliance within the "RISE with SAP" shared responsibility model.

- Execute the technical migration to the SAP HANA database, ensuring optimal data tiering and the application of rigorous security controls, including encryption at rest and in transit, to safeguard sensitive organizational data.
- Utilize the ABAP Test Cockpit (ATC) and SAP Fiori App Library to analyse, remediate, and optimize legacy "Z-code," ensuring all custom developments are converted to S/4HANA-compatible functions or replaced by SAP Business Technology Platform (BTP) extensibility where appropriate.
- Systematically migrate, rebuild, or optimize legacy applications using the SAP Activate framework, ensuring all architectural decisions prioritize system agility, scalability, and long-term sustainability.
- Manage the full technical stack upgrade, including SAP Basis activities, SPAM/SAINT updates, and Software Update Manager (SUM) execution to transition the entire SAP ECC 6.0 landscape to a fully operational SAP S/4HANA environment.
- Reconfigure and validate all third-party integrations, specifically ensuring seamless interoperability with Privileged Access Management (PAM) and Security Information and Event Management (SIEM) platforms to maintain a unified security posture.
- Implement new integrations and migrate SAP user accounts to centralised authentication (leveraging RAF central authentication repositories).
- Incorporate mandatory Performance and Resilience Testing to validate system stability, high-availability, and throughput capacity under peak operational loads, ensuring the long-term sustainability of the SAP S/4HANA environment.
- Provide services to conduct data conversion, including but not limited to extracting data from the current environment/application, cleansing data, data transformation, deduplication and formatting to ensure compatibility with SAP S/4HANA.

4.4.3. Data migration and archiving

- Identify, profile, and assess the technical and functional quality of legacy SAP ECC data, ensuring all migration objects are evaluated for relevance, accuracy, and completeness.
- Develop a comprehensive SAP ECC to SAP S/4HANA and SAP SuccessFactors data migration strategy, including data cleansing, transformation, and validation procedures. Define bulk, incremental, or hybrid migration approaches. Provide detailed plans for data extraction, loading, and testing.

- Implement automated Data Quality Gates to enforce strict cleansing rules and business logic validation, ensuring that only sanitised SAP S/4HANA compatible data enters the conversion pipeline.
- Execute high-fidelity Extract, Transform, and Load (ETL) processes leveraging industry-standard tooling, such as SAP Business Objects Data Services (BODS) or SAP Advanced Data Migration to manage complex data mapping and transformation logic.
- Establish rigorous controls to maintain data integrity and referential consistency throughout the migration lifecycle, ensuring that no data degradation occurs during the migration.
- Design, implement, and perform data reconciliation and consistency checks following all data migration activities, comparing source and target environments to verify the accuracy, completeness, consistency, integrity, and functional alignment of migrated user, financial, master, and transactional data.
- Design and embed robust security controls throughout the data migration process, to protect RAF data in compliance with organisational policies and standards (through encryption, masking, and authorized access controls, etc.).
- Implement the necessary data archiving processes in accordance with the RAF's data handling and management policies, data security requirements, data lifecycle policies, applicable regulations, and relevant standards to support the full migration to SAP S/4HANA and SAP SuccessFactors. The service provider must also propose feasible enhancements to optimise data volumes within the SAP HANA database.
- Provide a tool or process (e.g., SAP Test Data Migration Server (TDMS)) to mask sensitive data when it is copied from Production to the Development or Quality Assurance (QA) environments.

4.4.4. **Applications included in the SAP S/4HANA Upgrade.**

Component	Requirements
SAP ECC 6.0 EHP8	• Upgrade the SAP ECC 6.0 EHP8 modules to SAP S/4HANA Cloud. • SAP Payroll - Transition payroll processes to SAP S/4HANA-compatible systems according to the SAP recommended licensing and/or subscription. • SAP FI/CO - Enhance transactional and master data

	processing, financial reporting, analytics, and compliance capabilities. • SAP MM - Enhance transactional and master data processing, financial reporting, analytics, and compliance capabilities. • Upgrade and/or migrate all functionality to SAP S/4HANA ensuring compliance to the SAP contracted licensing entitlements. Recommendations of changes and optimizations to license consumption must be formally documented and approved by SAP and RAF.
SAP Solution Manager 7.2	Upgrade the SAP Solution Manager 7.2 to SAP Cloud ALM in line with the RAF's agreed licensing and subscriptions.
SAP Enterprise Portal (ESS & MSS)	Evaluate options for extension or transition to SAP Cloud Portal Services or S/4HANA in line with RAF licensing and/or subscriptions.
SAP GRC/Authorisation	Migration of SAP GRC Access Control from the standalone legacy environment to the SAP S/4HANA Embedded GRC or modernized Hub model, ensuring full preservation of historical audit logs and workflow configurations.
SAP Content Server	Upgrade to SAP S/4HANA Content Server 7.x in line with the RAF's agreed licensing entitlements and subscriptions.

4.5. SuccessFactors Learning (ID: P1R04)

The appointed service provider will be required to:

4.5.1. Implement and configure SAP SuccessFactors Learning to manage training, formal certifications, and continuous professional development across the RAF workforce.

4.5.2. Configure automated assignment of profiles based on job roles to push mandatory training to employees.

4.5.3. Configure synchronization of learning histories with talent profiles in SuccessFactors Employee Central to maintain verified internal competencies.

4.5.4. Integrate SuccessFactors Learning with internal or external learning content provider platforms.

4.6. SuccessFactors Compensation (ID: P1R05)

The appointed service provider will be required to:

4.6.1. Implement and configure SAP SuccessFactors Compensation to centralize compensation cycles and benefit tracking to optimize reward programs.

4.6.2. Configure the merit, bonus, and promotion budget allocation framework accommodating different types of employee profiles (permanent, fixed-term, temporary, etc).

4.6.3. Configure and integrate foundational benefit options (medical, retirement, life insurance schemes, etc.) with employee life-event eligibility rules, integrating to third-party providers or internal rewards/benefits platforms.

4.7. Analytics & Reporting Modernization (ID: P1R06)

The appointed service provider will be required to:

4.7.1. Build and configure S/4HANA database views or custom data sources to facilitate data extraction for the generation of existing SAP BW reports.

4.7.2. Review and revise current SAP BW reports and implement required changes to extract data from S/4HANA data sources. The detailed set of reports (e.g. Finance, HCM, Procurement, etc.) will be provided during project initiation.

4.7.3. All CDS Views developed or standardised under this requirement must meet the following criteria:

- Must be enabled for external data extraction and annotated accordingly within the SAP S/4HANA framework.
- Must support incremental or delta extraction - meaning only changed or new records are extractable since the last extraction run, without requiring a full reload of the dataset.
- Must be exposed as standard APIs (e.g. REST over HTTPS) or ETL workloads that are accessible to external platforms and must avoid introducing a mandatory dependency on SAP-specific middleware or on-premises connectivity components.

4.8. Quality Assurance (QA) and Testing (ID: P1R07)

The appointed service provider will be required to:

4.8.1. Execute a comprehensive end-to-end Testing and Quality Management Lifecycle across all project phases, including Unit Testing, System Integration Testing (SIT), and support for User Acceptance Testing (UAT), ensuring full functional alignment, technical integrity, and business readiness. This includes functional, regression, integration, data migration, automation, performance, security, and technical testing in line with RAF governance, SAP best practices, and project methodology.

4.8.2. Provide a complete Testing-as-a-Service (TaaS) capability, including infrastructure, SAP-aligned tools (e.g., Tricentis) or equivalent, and specialised expertise to deliver automated functional and performance testing. The service provider must deliver verified test results, data reconciliation reports for each migration milestone, and ensure validation of SuccessFactors integration. RAF tools will be the default where available; otherwise, the service provider may use their own tools without creating licensing dependency or vendor lock-in, ensuring full exportability of artefacts.

4.8.3. Design, execute, and maintain structured testing processes covering:

- Unit testing (including validation of all custom developments, configurations, enhancements, and integrations with supporting evidence before transport)
- System Integration Testing across all SAP modules and business processes (e.g., FI/CO, MM, SCM, Payroll, analytics)
- Regression testing (including automation of critical business processes, smoke tests, and regression suites)
- Interface and integration testing across internal and external systems (e.g., IAM, PAM, SIEM, banking, Guidewire)
- Fiori and Reduced Sign-On (RSO) testing for usability, security, and role-based access
- Validation of business rules, functional and non-functional requirements across all environments

4.8.4. Execute comprehensive data migration and post-migration testing, including validation of data extraction, transformation, and loading (ETL), reconciliation of financial and operational data, and verification of data integrity, completeness, consistency, and security across all migration cycles. This includes testing of data archiving and retrieval processes in compliance with RAF policies

4.8.5. Perform mandatory performance, load, stress, and resilience testing on the SAP S/4HANA (HANA) platform and Fiori applications to validate system stability, scalability, high availability, and throughput under peak conditions, including identification and resolution of performance bottlenecks and confirmation of agreed service levels prior to go-live.

4.8.6. Conduct security, compliance, and GRC testing, including vulnerability assessments, role-based access validation, encryption checks, logging and monitoring verification, and alignment with segregation of duties, IT General Controls, and relevant standards such as ISO 27001.

4.8.7. Support RAF-led UAT by preparing test packs (scripts, data, and guidance), ensuring environment readiness, providing subject matter expertise, coordinating defect management, and enabling formal business sign-off. UAT must cover all critical business processes, integrations, reporting, Fiori, and access controls.

4.8.8. Execute cutover rehearsal testing, post-go-live validation, and Hypercare testing/validation support, including validation of production stability, data integrity, and business processes, continuous monitoring of incidents and service performance, targeted regression testing after fixes, and documentation of lessons learned.

4.8.9. Use RAF-approved test management tools for maintaining all test artefacts, including test plans, test cases, execution logs, defect management, and reporting. Where RAF tools are not yet available, service provider tools may be used temporarily.

4.8.10. Produce, maintain, and hand over all required testing artefacts, including test strategies, plans, cases, scripts (manual and automated), test data, execution results, defect logs, metrics, summary reports, and formal phase sign-offs (e.g., SIT, performance testing, pre-go-live). All documentation must be stored in RAF-approved repositories and be audit-ready.

4.9. Identity & Access Management (IAM) (ID: P1R08)

The appointed service provider will be required to:

4.9.1. Integrate SAP S/4HANA and SAP SuccessFactors into Microsoft EntraID to enable a seamless authentication experience that eliminates redundant login prompts while maintaining high-security standard.

4.9.2. Implement Multi-Factor Authentication (MFA) utilising Microsoft Authenticator.

4.9.3. Orchestrate the integration of the SAP landscape with the organization’s existing IAM solution, ensuring full compatibility with centralized directory services (e.g., Microsoft Entra ID / LDAP).

4.9.4. Users must be able to access ESS via Reduce Sign-On (RSO) using their existing corporate credentials.

4.9.5. Ensure the SSO architecture natively integrates with the SAP Fiori launchpad and the underlying ABAP authorization engine, maintaining a transparent link between user authentication and functional permissions.

4.9.6. Deploy the solution using a modular architecture approach that allows for the phased extension of SSO capabilities to additional SAP S/4HANA modules and third-party satellite systems without requiring architectural re-engineering.

4.9.7. Configure the environment to support Global Authentication, where a single initial login grants the user "passthrough" access to all authorized SAP modules and Fiori applications based on their assigned security profile.

4.9.8. Ensure the SSO solution strictly honours the existing Role-Based Access Control (RBAC) model, ensuring that while authentication is centralized, authorization remains granular and governed by established SAP security roles.

4.10. SAP Fiori User Experience Implementation (ID: P1R09)

The appointed service provider must satisfy the following requirements:

4.10.1. Deploy SAP Fiori Apps for a simplified user experience.

4.10.2. Ensure the underlying SAP system (e.g., SAP S/4HANA) is compatible with Fiori.

4.10.3. Fiori Apps must be configured and implemented for Transactional and Analytical Apps.

4.10.4. Implement robust security measures to protect sensitive data accessed through Fiori apps.

4.10.5. Define clear authorisation roles and permissions based on user roles and responsibilities.

4.10.6. Conduct thorough user testing and gather feedback to ensure the apps meet user needs.

4.10.7. Provide comprehensive training and documentation to facilitate user adoption.

4.10.8. Consider the different user roles/profiles within RAF and customize the user experience accordingly to enable adoption and user engagement.

4.11. Project Compliance and Regulatory Requirements (ID: P1R10)

The service provider must ensure the following compliance requirements are incorporated into the project scope:

4.11.1. The “Core Delivery Team” members (defined in Annexure A) assigned to this project must be located in-country and able to travel to RAF offices upon request.

RAF reserves the right to verify compliance with this requirement at any stage of the project implementation without prior notice.

4.11.2. Ensure that all project deliverables including ABAP source code, technical configurations, functional specifications, and architectural diagrams are developed, documented, and deployed in strict adherence to the RAF's Software Development Lifecycle (SDLC) and Quality Assurance (QA) standards.

4.11.3. Design and configure the SAP S/4HANA environment to fully support IFRS 17 (Insurance Contracts) accounting standards, ensuring that data models, actuarial integrations, and financial reporting engines provide the transparency and "audit-trail" precision required for statutory filing.

4.11.4. The architectural design and implementation of the SAP solution must be compliant with the data protection laws such as Protection of Personal Information Act (POPIA) and General Data Protection Regulation (GDPR) mandates. This includes the implementation of data masking, purpose-bound processing, and "right to be forgotten" workflows within the SAP S/4HANA core.

4.11.5. To support financial reporting, the following capability must be available and activated only when needed:

- Implementation of IFRS 17 financial reporting capabilities.
- Automated regulatory reporting for insurance claims, reserves, and risk-based capital.
- Integration with SAP S/4HANA Financial Accounting (FI), Controlling (CO), and Treasury.
- Support regulatory filing and reporting.

4.11.6. Maintain a comprehensive and immutable audit trail of all system changes, including transport logs, configuration records, and developer traces, to ensure the implementation is fully prepared for rigorous internal and external audit scrutiny.

4.11.7. Leverage SAP S/4HANA's advanced reporting capabilities to automate the generation of mandatory regulatory disclosures, ensuring data consistency across all statutory financial statements and internal risk reports.

4.11.8. Define a comprehensive Compliance Matrix detailing how the SAP S/4HANA environment supports mandated regulatory reporting and facilitates both internal and external audit procedures.

4.11.9. Ensure the implementation is architected in compliance to and alignment with IT General Controls, ITIL, ISO 27001, or other relevant standards.

4.11.10. Implement robust Configuration Validation and Change Management functionality (utilizing SAP Configuration Validation or SAP Cloud ALM) to monitor,

track, and log all system alterations post-deployment, ensuring a transparent and immutable change history.

4.11.11. Design and deploy specialized monitoring and reporting frameworks for High-Risk transactions, incorporating real-time alerts and forensic logging to mitigate fraud and ensure the integrity.

4.12. Legacy System Decommissioning (ID: P1R11)

4.12.1. The service provider will provide:

- A phased plan for retiring/decommissioning the legacy systems once the conversion and migration have been successfully implemented.
- A detailed plan on how historical data will be archived securely and cost-effectively in line with (a) RAF requirements and (b) SAP best practices.
- A comprehensive plan derived from a decommissioning assessment with activities to be carried out to repurpose (where applicable) and/or retire existing resources, i.e., software licenses and/or subscriptions.

4.12.2. All business capabilities and functionality within SAP ECC 6.0 and SAP related applications must, as agreed, either be migrated or formally decommissioned. No orphaned functionality or systems shall remain.

4.13. Cybersecurity & Secure Design (ID: P1R12)

The service provider must implement security enhancements for SAP S/4HANA and SAP SuccessFactors, including but not limited to the following:

4.13.1. Design and enforce rigorous security protocols across the SAP S/4HANA Digital Core and all associated cloud environments, ensuring a hardened infrastructure that aligns with the organization's cybersecurity mandate.

4.13.2. Orchestrate the configuration of Business-Process-Aligned Roles and Authorizations, ensuring all access controls strictly adhere to SAP Best Practices, the Principle of Least Privilege, and the organization's internal control framework.

4.13.3. Conduct continuous identification and remediation of security weaknesses within the modernized landscape to safeguard Data Integrity and ensure the environment remains resilient against evolving cyber threats.

4.13.4. Implement a unified logging architecture to capture and retain immutable audit trails for Application-level events, System Configurations, and Database activities, providing full transparency for compliance reviews.

4.13.5. Enable SAP Security Audit Log (SAL) to monitor user access changes. Activate and fine-tune the SAP Security Audit Log to provide granular visibility into user behaviour, critical configuration changes, and sensitive data access patterns.

4.13.6. Enable/Activate SAP EarlyWatch Alerts and integrate with SAP Cloud ALM for automated system health checks, covering performance, security, and compliance.

4.13.7. Implement robust Data Encryption strategies encompassing Encryption-at-Rest (at the HANA DB layer) and Encryption-in-Transit (via TLS/SSL protocols) to ensure the confidentiality of the organization's sensitive information assets.

4.13.8. Integrate SAP S/4HANA into 3rd party SIEM tools (e.g. Microsoft Sentinel) to enable detection, investigation and reporting of high-risk operations.

4.14. Governance & Project Methodology (ID: P1R13)

4.14.1. In collaboration with the RAF PMO, the service provider is required to provide project management services, including, amongst others, the following:

- Define project scope, objectives, and technical feasibility while developing comprehensive project management plans (PMP) and initiation documents.
- Prepare and manage project budgets, monitor expenditures, and coordinate the allocation of resources, vendors, and solution providers.
- Ensure the project is delivered on time and within scope, adhering to relevant project governance policies/processes, and full compliance with RAF project change control processes for any deviations to the scope or timelines.
- Establish and maintain RAID logs (Risks, Actions, Issues, and Decisions) to proactively manage risks and proactively escalate critical issues to relevant governance structures and project management.
- Facilitate steering committee meetings, workshops and progress meetings to manage relationships and ensure alignment across all relevant stakeholders.
- Monitor business value throughout the project lifecycle and measure performance using standardized tools and techniques.
- Maintain all project registers, quality assurance plans, and management reports to ensure transparency and a clear audit trail.
- Coordinate quality assurance activities and strictly follow prescribed processes for managing changes to project constraints.

4.14.2. The service provider is expected to use the following standards for managing and executing the project:

- SAP Activate Methodology, and/or
- PRINCE2, PMBoK or similar methodology/framework

4.15. Organizational Change Management (OCM) (ID: P1R14)

4.15.1. Change Strategy & Planning

Develop and implement a comprehensive Change Management Strategy aligned to the SAP S/4HANA programme and the RAF Change Management Framework. Conduct change impact assessments across business units, processes, and roles

- Develop a detailed Change Management Plan, including milestones, deliverables, and success measures.
- Align change initiatives with overall programme governance.

4.15.2. Stakeholder Engagement

- Identify and map all impacted stakeholders (directly and indirectly) with assistance from the RAF change specialist.
- Develop and execute stakeholder engagement plans.
- Establish and manage stakeholder forums, including leadership alignment sessions.
- Support leadership in driving change messaging and sponsorship.

4.15.3. Communication Management

- Develop and implement a Communication Strategy and Plan
- Create clear, consistent, and targeted communication materials
- Ensure timely dissemination of information across all levels of the organisation
- Monitor communication effectiveness and adjust as required

4.15.4. End-user Training

- Conduct training needs analysis based on impacted roles.
- Develop and implement a comprehensive training strategy.
- Development of training materials and delivery methods (classroom, virtual, e-learning).
- Train-the-trainer – Provide training, documentation and appropriate Knowledge Management tools (e.g. training manuals, training videos, mock data, system access, etc.) to super-users and trainers on the SAP S/4HANA and SAP SuccessFactors systems.

4.15.5. Change Impact & Readiness Management

- Assess organisational readiness for SAP S/4HANA implementation
- Develop and execute readiness assessments and surveys
- Identify change risks and mitigation strategies

- Track and report on change readiness metrics

4.15.6. Resistance Management

- Identify potential resistance points and impacted groups
- Develop and implement resistance management plans
- Provide coaching and support to managers to address resistance effectively

4.15.7. Business Transition & Hypercare Support

- Support business during cutover and go-live phases
- Ensure effective transition from project to business-as-usual operations
- Provide post-implementation support (Hyper-care) to stabilise adoption
- Capture lessons learned and continuous improvement opportunities

4.16. SAP GRC Access Control (ID: P1R15)

The service provider is required to

4.16.1. Assess and update the Segregation of Duties (SoD) Ruleset to incorporate new S/4HANA-specific risks and authorization objects; perform a comprehensive risk analysis to identify and remediate conflicts arising from business process changes.

4.16.2. Implement Privileged Access Management (PAM) and Emergency Access (Firefighter): Reconfigure Emergency Access Management (EAM) for the SAP S/4HANA landscape, ensuring that "Firefighter" IDs are mapped to the new architecture and that audit logging remains compliant with regulatory requirements and internal policies.

4.16.3. Refine Access Request Management (ARM) workflows to support automated user provisioning across the new landscape, including SAP S/4HANA, Fiori, and associated HANA Database layers.

4.16.4. Implement robust security controls that are fully compliant with the RAF policies at the HANA Database layer, including the configuration of analytical privileges and the enforcement of "least privilege" access for technical and administrative accounts.

4.16.5. Orchestrate the integration of SAP security with the organization’s central identity provider (e.g., Entra ID) via SAP Identity Authentication Services (IAS), ensuring a unified and secure authentication experience.

4.16.6. Establish a framework for Periodic User Access Reviews (UAR) and SoD Monitoring within the new environment, ensuring that the organization remains in a state of "continuous audit readiness" post-conversion

4.16.7. Implement Business Role Management with a centralised repository to develop and maintain roles in a single view. Predict segregation of duties conflicts and access issues before moving roles to production.

4.16.8. Integrate SAP GRC with Identity Management Solutions through bi-directional synchronisation to keep user and role information up to date between GRC and Identity Management Solutions.

4.16.9. Support provisioning & de-provisioning users, ensuring access management lifecycle processes align with RAF Access Management policies. Provide reports and analytics with real-time dashboards to monitor access risks, role changes, and emergency access usage.

4.17. Post-Go-Live Hypercare – 3 Months (ID: P1R16)

The service provider is required to provide the following services:

4.17.1. End-to-End monitoring of all services, infrastructure and integrations, ensuring early detection of service deviations and disruptions.

4.17.2. Rapid Resolution of all post-go-live issues to mitigate operational risk, prevent or expeditiously recover from service disruptions, and achieve a steady-state environment, which adheres to the defined transitional KPIs.

4.17.3. High-responsiveness Incident Management focused on the diagnosis and remediation of system incidents, governed by the transitional IT and Business Service Level Agreements (SLAs).

4.17.4. Proactively manage recurring or unresolved issues via a systematic Problem Management framework to identify underlying architectural or configuration trends to eliminate recurring incidents and enhance long-term system reliability.

4.17.5. Provide expert support for the assessment, testing, and deployment of emergency hotfixes and patches, ensuring all "break-fix" activities adhere to the organization's formal Change Management protocols.

4.17.6. Facilitate a comprehensive hand-over process to internal and external support teams, providing documented troubleshooting guides and "Day 2" operational training to ensure self-sufficiency.

4.17.7. Utilize automated monitoring tools to maintain 24x7 visibility into system health, identifying and neutralizing potential bottlenecks before they manifest as user-facing incidents.

4.17.8. Deliver periodic performance analytics, including incident trend analysis, SLA compliance metrics, and system throughput reports to demonstrate support effectiveness.

4.17.9. For the 3-month stabilization period which immediately follows the “go-live” of the solution, and in addition to the proposed standard support model for the complete solution, the service provider is required to deploy a dedicated on-site team of subject matter experts (SMEs) for critical services.

4.18. Managed Support & Service Handover 3 Months (ID: P1R17)

4.18.1. Implement a robust Code-Freeze Protocol following the initial stabilization period; during this phase, only mission-critical remediations for post-Go-Live anomalies will be permitted for production deployment, ensuring environment integrity.

4.18.2. Define a comprehensive Service Transition Plan incorporating clear, measurable success criteria (Exit Criteria) to validate the maturity and completeness of the handover process.

4.18.3. Facilitate seamless engagement between the implementation team and the organization’s Application Support providers (internal and external) to complete a structured transfer of technical and functional skills.

4.18.4. Design and execute a formal Knowledge Transfer (KT) Program, utilizing workshops and shadow-support sessions to ensure the internal technical team is fully equipped for ongoing system support and maintenance.

4.18.5. Deliver specialized training programs for internal ICT and business functional leads, focusing on the administration, configuration, and maintenance of the SAP S/4HANA Digital Core and SAP SuccessFactors, and associated cloud platforms.

4.18.6. Provide sustained support for all upgraded solutions, encompassing deep-tier troubleshooting, HANA Database performance tuning, and preventative system maintenance.

4.18.7. Continuously monitor all upgraded services to identify and resolve performance bottlenecks or system constraints before they impact end-user productivity.

4.18.8. Proactively address identified security vulnerabilities through System Hardening, the application of security notes, and the timely installation of kernel and application-level patches to safeguard the organization's digital assets.

4.18.9. Ensure compliance with Service Level Agreements (SLAs) and Operational Level Agreements (OLAs) to govern the responsiveness, resolution timelines, and quality of all support services.

4.18.10. Provide access to a dedicated, multi-disciplinary support team with appropriate expertise for all newly implemented functional modules to oversee system administration, preventative maintenance and support.

4.18.11. Ensure timely acknowledgment, diagnosis, and resolution of all post-implementation support requests, ensuring that system throughput and business continuity are maintained at optimal levels. During the “Managed Support and Service Handover” phase, a Root Cause Analysis must be conducted for all P1 and P2 incidents.

4.18.12. Ensure all identified system anomalies/defects and software defects are systematically resolved, validated, and supplemented by long-term preventative action plans to mitigate future operational risks.

4.19. Benefits Realisation Management (ID: P1R18)

4.19.1. The appointed service provider will be required to collaborate with internal stakeholders to define, monitor, and report on the realisation of key benefits aligned with strategic and project objectives, including operational process efficiency, improved user experience, and data driven insights.

4.19.2. The appointed service provider is required employ appropriate business realisation frameworks and techniques to extract the necessary KPIs and metrics aligned to the project outcomes.

PHASE 2 REQUIREMENTS

4.20. SAP Business Integrity Screening (ID: P2R01)

The appointed service provider will be required to:

4.20.1. Implement and configure the SAP Business Integrity Screening product to enable fraud/anomaly detection through configurable detection rules to identify suspicious activities across all identified critical business processes.

4.20.2. Integrate data from the implemented SAP modules for comprehensive screening.

4.20.3. Integrate with SAP GRC (e.g., Access Control) and external systems such as the SIEM to share alerts and classify alerts by risk level, supporting timely notifications and responses.

4.20.4. Build and deploy reports and dashboards to present real-time fraud indicator views and other risk indicators.

4.20.5. Implement and configure advanced analytics in SAP BIS to discover hidden fraud patterns and other anomalies.

4.21. Business Process Optimization and Automation (ID: P2R02)

The appointed service provider will be required to:

4.21.1. Configure and deploy role-based SAP Fiori launchpads and transactional apps to systematically replace legacy SAP GUI interfaces.

4.21.2. Automate manual, labour-intensive, and human-driven tasks by leveraging embedded workflow management, SAP Build Process Automation, and automated exception handling to increase processing speed and eliminate operational bottlenecks.

4.21.3. Audit, refactor, and remove redundant legacy Z modifications inherited from the brownfield conversion, migrating remaining extensions to the SAP Business Technology Platform (BTP).

4.21.4. Lead and execute targeted Business Process Re-engineering (BPR) initiatives, to simplify and transform legacy business processes into optimized, standardised SAP S/4HANA business workflows. This includes conducting fit-gap analyses, eliminating obsolete manual tasks, embedding automated controls and security governance, and leveraging S/4HANA native capabilities to drive operational efficiency, compliance, and process simplification.

5. SERVICE LEVEL AGREEMENT (SLA)

The service provider is required to comply with the SLAs defined below, in response to all production incidents logged.

Priority	Impact	Definition	Resolution Time
Severity 1	Critical	Non-availability of a critical services impacting critical business functionality for which an alternative solution or workaround is not immediately available. • Application or Database is inaccessible or unusable • Loss of critical service functionality • Mission Critical RAF services or site(s) are unavailable • severe performance degradation or impaired functionality of a critical service	2 hours

Priority	Impact	Definition	Resolution Time
		Partial or Complete system outage or service disruption	
Severity 2	High	Service degradation, impaired functionality or a material threat to availability, performance, security or compliance to a core service, including: • Intermittent failures/disruptions that impact on the business operations • Partial impact to specific core business functions • Critical business process failures that could result in serious business impact **Significant performance degradation or impaired functionality.**	4 hours
Severity 3	Medium	Non-critical function is unavailable, unusable, or difficult to use, with some operational impact but no immediate impact on service delivery or business operations. Business processes or IT services are hindered by the system disruption, however a workaround can be implemented to ensure business continuity. **Non-critical issues with contained operational impact; Workaround is available.**	8 hours
Severity 4	Low	A non-critical function is unavailable, usable, or difficult to use with some operational impact, but no immediate	24 hours

Priority	Impact	Definition	Resolution Time
		impact on service delivery and an alternate bypass is available. **Minor issues affecting a small number of users (less than 10); Workaround is available.**	

6. DELIVERABLES AND TIMELINES

6.1. The technical conversion and data migration to SAP S/4HANA and the Implementation of SuccessFactors Employee Central, Learning and Compensation modules must be successfully concluded within a mandatory 18-month implementation window. This overarching timeline is inclusive of the 90-day Post-Implementation Stabilization (Hypercare) phase and the subsequent 90-day Post-Go-Live Operational Support period.

6.2. Adherence to this schedule is a critical performance requirement, specifically structured to ensure the decommissioning of legacy ECC on-premise infrastructure and to preclude the necessity for further SAP ECC license extensions or associated maintenance costs.

6.3. The physical location of the Core Delivery Team (Annexure A) must be “in-country” and readily available to work from the RAF premises when required. Additional resources (i.e. the Extended Implementation Team) required to support delivery may be located remotely.

6.4. The project plan must include a detailed timeline with clearly defined milestones taking into consideration:

- The necessary sequencing of releases and deployments across dependent products and modules
- The integration of all core products/services to ensure a complete, functional solution ensuring full parity between ECC and S/4HANA
- The implementation and integration of new products and modules to extend current capabilities

6.5. It is important to note that the specific technical artifacts and project documentation

identified in this specification represent the minimum baseline requirements of the RAF. The comprehensive list of project deliverables and their associated detailed formats shall be subject to the Service Provider's proposed delivery methodology (e.g., SAP Activate, Agile, or Hybrid) and will be formally reviewed, discussed, and finalized during the Project Initiation and Planning Phase.

6.6. As part of their technical proposal, the Service Provider is required to provide a comprehensive Master Deliverable List (MDL) aligned with industry best practices and the requirements of this RFP. The RAF reserves the strategic right to amend, augment, or consolidate this list of artifacts during the subsistence of the contract to ensure alignment with internal governance standards and the Auditor-General (AGSA) requirements. Final acceptance of any deliverable format remains at the sole discretion of the RAF team.

7. EVALUATION CRITERIA AND METHODOLOGY

The Evaluation Process shall be conducted under the following phases:

Phase 1: Initial Screening Process - In this phase, Bidders' responses are reviewed to determine whether they have responded according to the RAF RFB document. NB: Non-compulsory Briefing session.

Phase 2: Mandatory Evaluation Process - In this phase Bid Responses are evaluated per the criteria specified in the Request for Bid (RFB) document for compliance to Mandatory Requirements. Bidder(s) who met the Mandatory Requirements will be evaluated further on Technical Requirements.

Phase 3: Technical/Functional Evaluation Process - In this phase Bidder(s) who met the minimum threshold of 70 points out of 100 points allocated at Technical Evaluation will be further evaluated in the Price and Specific Goals.

Phase 4: Price and Specific Goals evaluation - In this phase the bid(s) will be assessed as per the preferential point system specified in the RFB document.

7.1. Mandatory Requirement (Phase 2)

All bidders who do not comply with the mandatory requirements will be disqualified and will not be considered for further evaluation on the functional requirements.

Bidders must indicate by ticking (√) the correct box indicating that they Comply OR Do not Comply

7.1.1	Compliance with Original Equipment Manufacturer (OEM) Accreditation	Comply	Not Comply
	The bidder must hold a current **SAP PartnerEdge Gold** or higher partner status, as evidenced by a valid SAP PartnerEdge certificate. The bidder must hold active SAP PartnerEdge Service Authorizations (reflected on their current PartnerEdge certificate) required to Sell,		

	Implement, and Support: 1) SAP S/4HANA Cloud PE and/or RISE with SAP 2) SAP SuccessFactors HXM Suite The bidder must hold the **RISE with SAP** Competency designation on the PartnerEdge programme, with a minimum level of “Advanced” or “Expert”. The bidder must submit the following documents: 1) **SAP Partner Certification Summary** reference document, OR **OEM Compliance Overview** document clearly demonstrating the following: i. SAP PartnerEdge status ii. All product authorisations relevant to the S/4HANA Migration and RISE with SAP scope iii. Service Authorization for SAP SuccessFactors HXM Suite iv. RISE with SAP Competency level **OR** 2) Valid **OEM certificates and/or accreditation letters and/or OEM-issued attestation letters** confirming i. SAP PartnerEdge status ii. All product authorisations relevant to the S/4HANA Migration and RISE with SAP scope iii. Service Authorization for SAP SuccessFactors HXM Suite iv. RISE with SAP Competency level		

	All documents and certificates must be valid as at the closing date of the bid. NB: • In the event of a Joint Venture / Partnership, the bidder must ensure that the relevant certificates or OEM letters of accreditation reflect the correct names of the entities documented in SBD 6.1. • In the event that the Original Equipment Manufacturer (OEM) participates as a direct bidder, the submission must be accompanied by an official letter certifying their OEM status. • The RAF reserves the right to verify the validity of the OEM certificate(s) or letter(s) submitted.		

7.2. Technical / Functional Criteria (Phase 3)

Functionality is equal to a total of 100 points. The minimum threshold is 75 points. Bidders who score less than 75 points on functionality will be disqualified for further evaluation.

7.2.1	PROJECT IMPLEMENTATION PLAN	POINTS
	The bidder must provide a proposed project implementation plan demonstrating the activities, covering the scope defined (SAP S/4HANA PCE migration and SuccessFactors Employee Central, Learning, Compensation implementation), which shall not exceed the prescribed 18-month implementation period. The project plan shall cover the following as a minimum: 1. Project execution phases 2. Project Implementation Timelines 3. Detailed project activities (Weekly breakdown)	**30**

Project Planning: Scoring Matrix	Score
No project plan provided or delivery period exceeds 18-months.	0
The project plan meets all three (3) project plan requirements AND is delivered over a period of 16 – 18 months	10
The project plan meets all three (3) project plan requirements AND is delivered over a period of 13 – 15 months	20
The project plan meets all three (3) project plan requirements AND is delivered over a period not exceeding 12 months	30

7.2.2	BIDDER'S EXPERIENCE IN SAP S/4HANA CONVERSIONS	POINTS
		20

The bidder must demonstrate their experience in implementing a **system conversion and data migration to the SAP S/4HANA PCE** using the Brownfields approach and RISE with SAP methodology

As evidence, the bidder must provide a minimum of two client reference letters from their clients, on company letterheads.

- Each reference letter must clearly describe the services rendered in relation to **ECC to S/4HANA conversion and migration**, including the delivery responsibilities in the project(s) in relation to each implementation(s).
- Reference client contact person and contact details.

Reference letters that do not meet the above requirements will not be considered. RAF reserves the right to contact the referenced client to obtain clarity or relevant information applicable to the reference letter.

Reference Letters: Scoring Matrix	Score
No reference letters submitted or the reference letters do not meet above-mentioned submission requirements.	0
Minimum of two (2) reference letters provided that meet above-mentioned submission requirements.	10

	More than two (2) reference letters provided that meet above-mentioned submission requirements. | 20	
7.2.3	**BIDDER'S EXPERIENCE IN SAP SUCCESSFACTORS IMPLEMENTATIONS AND/OR MIGRATIONS**	**POINTS**
	The bidder must demonstrate their experience in implementing **SuccessFactors Employee Central (including the migration of data from SAP ECC 6.0) and integration to S/4HANA.** As evidence, the bidder must provide minimum of two client reference letters from their clients, on company letterheads. • Each reference letter must clearly describe the services rendered in relation to **SuccessFactors Employee Central** implementation, including the delivery responsibilities in the project(s) in relation to the implementation(s). • Reference client contact person and contact details. Reference letters that do not meet the above requirements will not be considered. RAF reserves the right to contact the referenced client to obtain clarity or relevant information applicable to the reference letter.	**20**

Reference Letters: Scoring Matrix	**Score**
No reference letters submitted or the reference letters do not meet above-mentioned submission requirements.	0

Minimum of two (2) reference letters provided that meet above-mentioned submission requirements.

10

More than two (2) reference letters provided that meet above-mentioned submission requirements.

20

<table>
<tr><th>7.2.4</th><th>SERVICE PROVIDER'S RESOURCE PLAN PROPOSAL</th><th>POINTS</th></tr>
<tr><td></td><td>
The bidder must submit a Resource Plan detailing the proposed deployment, allocation, and governance of key personnel throughout all phases of the SAP S/4HANA migration and SuccessFactors implementation project which covers the following:

1) Project/Delivery management team structure AND the Technical and Functional resource allocation

2) The list of resources fulfilling the roles in Annexure A (Core Delivery team). This list must be accompanied by a resume for each resource which shows the summary of skills, certifications, qualifications, relevant SAP and Professional experience as defined in Annexure A.

3) Resource allocation according to the different project phases. The phased resource onboarding plan of all resources allocated (Core Delivery team and Extended Implementation teams)

<table>
<tr><th>Scoring Matrix: Point allocation</th><th>Points</th></tr>
<tr><td>Project/Delivery management team structure AND the Technical and Functional resource allocation</td><td>5</td></tr>
</table>
The list of resources fulfilling the roles in Annexure A (Core Delivery team). This list is accompanied by a resume for each resource showing the summary of skills, certifications, qualifications, relevant SAP Experience and Professional experience as defined in Annexure A.

<table>
<tr><td>20</td></tr>
</table>
<table>
<tr><td>Resource allocation according to the different project phases. The phased resource onboarding plan of all resources allocated</td><td>5</td></tr>
</table>
RAF reserves the right to validate the information provided.
</td><td>30</td></tr>
</table>

	Minimum Threshold	**70**
	Total	**100**

NB:

- Bidders who score a minimum threshold of **70 out of 100** points for Technical/Functional Criteria will be considered for Price and Specific Goals.

7.3 SPECIFIC GOALS

The evaluation for Price and Specific Goals shall be based on the 80/20 or 90/10 PPPFA principle (whichever is applicable) and the points for evaluation criteria are as follows:

<table>
<tr><th colspan="2">Evaluation Criteria</th><th>Points</th></tr>
<tr><td>1.</td><td>Price</td><td>80/90</td></tr>
<tr><td>2.</td><td>Specific Goals
<table>
<tr><th>#</th><th>Specific Goal</th><th>Proof</th><th>Points Allocation</th></tr>
<tr><td>1</td><td>South African citizen who had no franchise in national elections prior to the introduction of the Constitution of the Republic of South Africa, 1983 (Act 200 of 1983) or the Constitution of the Republic of South Africa, 1996. (Minimum 51% ownership or more)</td><td>CSD Report</td><td>10/5</td></tr>
<tr><td>2</td><td>Women
(Minimum 51% ownership or more)</td><td>ID copy / CSD report</td><td>8/4</td></tr>
<tr><td>3</td><td>Persons with disabilities
(Minimum 51% ownership or more)</td><td>Valid medical certificate issued by an accredited medical practitioner</td><td>2/1</td></tr>
</table></td><td>20/10</td></tr>
<tr><td colspan="2">Total</td><td>100</td></tr>
</table>

7.4 PRICING SCHEDULE

This annexure should be completed and signed by the Bidder's authorised personnel.

NB: PLEASE PROVIDE A COST BREAKDOWN FOR EACH DELIVERABLE ON A SEPARATE PAGE WITH NO TERMS AND CONDITIONS.

All prices must be VAT inclusive and quoted in South African Rand (ZAR). The pricing will be added to determine the total cost of the services for comparison purposes and to award the bid.

Please indicate your total bid price here

…… **(Compulsory)**

Important: It is mandatory to indicate your total bid price as requested above. This price must be the same as the total bid price you submit in your pricing schedule. Should the total bid prices differ, the one indicated above shall be considered the correct price.

FIXED PRICING

NOTES:

- **Please consider the output of the analysis as it may impact the scope (all items resulting from the business analysis will automatically be in scope)**
- **Bidders to submit a separate detailed pricing to indicate pricing breakdown.**

Solution Description	**Total Price (VAT. Included)**
Project Management Services	**R**
Business Analysis & Process redesign	**R**
Phase 1 Requirements (Breakdown per requirement)	**R**
Phase 2 Requirements (Breakdown per requirement)	**R**
Knowledge Transfer, Training & Change Management	**R**

Post-Go-Live Hypercare – 90 days	**R**
Managed Support & Service Handover (90 days)	**R**
Total	**R**

ANNEXTURE A

Minimum key personnel requirements, as per Technical requirement 7.2.4 above:

Role	Qualifications	Relevant Project/Role Experience	Professional Experience
Project Manager	SAP Certification: • Project Manager - SAP Activate	Implemented a minimum of three (3) projects using the SAP Activate methodology	Minimum ten (10) years of experience as a project manager or programme manager or delivery manager in a technical delivery role.
BTP / Integration Lead	SAP Certification: • Integration Suite OR • Business BTP Administrator	Implemented a minimum three (3) SAP S/4HANA projects	Minimum ten (10) years' experience in the SAP domain
Business Transformation Lead	SAP Certification: • RISE with SAP Transformation OR • Business Transformation Consultant	Implemented a minimum of three (3) SAP S/4HANA projects	Minimum ten (10) years' experience in the SAP domain
Lead Solution Architect	SAP Certifications: • Solution Architect - SAP BTP OR • SAP Enterprise Architect	Implemented a minimum of two (2) projects for SAP S/4HANA / Rise with SAP, as a Solution Architect.	Minimum ten (10) years of experience in the SAP domain
S/4HANA Lead Implementation Consultant(s)	SAP Certifications: • SAP HANA Cloud Private Edition	Implemented a minimum of two (2) RISE with SAP projects	Minimum ten (10) years' experience in the SAP domain
Functional Consultant - Finance	SAP Certification: • SAP S/4HANA Financial Accounting	Implemented a minimum of two (2) projects for SAP S/4HANA as a SAP Financial Accounting Consultant.	Minimum five (5) years of experience as a Technical or Functional consultant on SAP
Lead SAP ABAP Developer	SAP Certification: • Backend Developer ABAP Cloud OR • SAP Certified Development	Successfully implemented a minimum of two (2) projects for SAP as a SAP ABAP Developer	Minimum five (5) years of experience as a SAP ABAP developer

	Specialist OR • Similar SAP ABAP developer certification		
Lead SAP SuccessFactors Functional Consultant(s)	SAP Certification: • SAP SuccessFactors Employee Central	Implemented a minimum of three (3) projects for SAP SuccessFactors Employee Central	Minimum five (5) years' experience on SAP SuccessFactors
SAP SuccessFactors Functional Consultant(s)	SAP Certification: • SAP SuccessFactors Learning	Implemented a minimum of two (2) projects for SAP SuccessFactors Learning	Minimum five (5) years' experience on SAP SuccessFactors
SAP SuccessFactors Functional Consultant(s)	SAP Certification: • SAP SuccessFactors Compensation	Implemented a minimum of two (2) projects for SAP SuccessFactors Compensation	Minimum five (5) years' experience on SAP SuccessFactors

In instances where multiple resources are proposed to fulfil a single role, compliance with required certifications will be evaluated collectively across all assigned personnel for that role.
Conversely, where an individual resource is nominated to fulfil multiple roles, that resource must fully satisfy all minimum certification and experience criteria prescribed for each respective role.

7.5 SPECIFIC GOALS

The evaluation for Price and Specific Goals shall be based on the 80/20 or 90/10 PPPFA principle (whichever is applicable) and the points for evaluation criteria are as follows:

<table>
<tr><th colspan="2">Evaluation Criteria</th><th>Points</th></tr>
<tr><td>1.</td><td>Price</td><td>80/90</td></tr>
<tr><td>2.</td><td>Specific Goals
<table>
<tr><th>#</th><th>Specific Goal</th><th>Proof</th><th>Points Allocation</th></tr>
<tr><td>1</td><td>South African citizen who had no franchise in national elections prior to the introduction of the Constitution of the Republic of South Africa, 1983 (Act 200 of 1983) or the Constitution of the Republic of South Africa, 1996. (Minimum 51% ownership or more)</td><td>CSD Report</td><td>10/5</td></tr>
<tr><td>2</td><td>Women
(Minimum 51% ownership or more)</td><td>ID copy / CSD report</td><td>8/4</td></tr>
<tr><td>3</td><td>Persons with disabilities
(Minimum 51% ownership or more)</td><td>Valid medical certificate issued by an accredited medical practitioner</td><td>2/1</td></tr>
</table></td><td>20/10</td></tr>
<tr><td colspan="2">Total</td><td>100</td></tr>
</table>

7.6 PRICING SCHEDULE

This annexure should be completed and signed by the Bidder's authorised personnel.

NB: PLEASE PROVIDE A COST BREAKDOWN FOR EACH DELIVERABLE ON A SEPARATE PAGE WITH NO TERMS AND CONDITIONS.

All prices must be VAT inclusive and quoted in South African Rand (ZAR). The pricing will be added to determine the total cost of the services for comparison purposes and to award the bid.

Please indicate your total bid price here ……**(Compulsory)**

Important: It is mandatory to indicate your total bid price as requested above. This price must be the same as the total bid price you submit in your pricing schedule. Should the total bid prices differ, the one indicated above shall be considered the correct price.

FIXED PRICING

NOTES:

- **Please consider the output of the analysis as it may impact the scope (all items resulting from the business analysis will automatically be in scope)**
- **Bidders to submit a separate detailed pricing to indicate pricing breakdown.**

Solution Description	**Total Price (VAT. Included)**
Project Management Services	**R**
Business Analysis & Process redesign	**R**
Phase 1 Requirements (Breakdown per requirement)	**R**
Phase 2 Requirements (Breakdown per requirement)	**R**
Knowledge Transfer, Training & Change Management	**R**
Post-Go-Live Hypercare – 90 days	**R**

Managed Support & Service Handover (90 days)	**R**
Total	**R**

ANNEXTURE A

Minimum key personnel requirements, as per Technical requirement 7.2.4 above:

Role	Qualifications	Relevant Project/Role Experience	Professional Experience
Project Manager	SAP Certification: • Project Manager - SAP Activate	Implemented a minimum of three (3) projects using the SAP Activate methodology	Minimum ten (10) years of experience as a project manager or programme manager or delivery manager in a technical delivery role.
BTP / Integration Lead	SAP Certification: • Integration Suite OR • Business BTP Administrator	Implemented a minimum three (3) SAP S/4HANA projects	Minimum ten (10) years' experience in the SAP domain
Business Transformation Lead	SAP Certification: • RISE with SAP Transformation OR • Business Transformation Consultant	Implemented a minimum of three (3) SAP S/4HANA projects	Minimum ten (10) years' experience in the SAP domain
Lead Solution Architect	SAP Certifications: • Solution Architect - SAP BTP OR • SAP Enterprise Architect	Implemented a minimum of two (2) projects for SAP S/4HANA / Rise with SAP, as a Solution Architect.	Minimum ten (10) years of experience in the SAP domain
S/4HANA Lead Implementation Consultant(s)	SAP Certifications: • SAP HANA Cloud Private Edition	Implemented a minimum of two (2) RISE with SAP projects	Minimum ten (10) years' experience in the SAP domain
Functional Consultant - Finance	SAP Certification: • SAP S/4HANA Financial Accounting	Implemented a minimum of two (2) projects for SAP S/4HANA as a SAP Financial Accounting Consultant.	Minimum five (5) years of experience as a Technical or Functional consultant on SAP

Lead SAP ABAP Developer	SAP Certification: • Backend Developer ABAP Cloud OR • SAP Certified Development Specialist OR • Similar SAP ABAP developer certification	Successfully implemented a minimum of two (2) projects for SAP as a SAP ABAP Developer	Minimum five (5) years of experience as a SAP ABAP developer
Lead SAP SuccessFactors Functional Consultant(s)	SAP Certification: • SAP SuccessFactors Employee Central	Implemented a minimum of three (3) projects for SAP SuccessFactors Employee Central	Minimum five (5) years' experience on SAP SuccessFactors
SAP SuccessFactors Functional Consultant(s)	SAP Certification: • SAP SuccessFactors Learning	Implemented a minimum of two (2) projects for SAP SuccessFactors Learning	Minimum five (5) years' experience on SAP SuccessFactors
SAP SuccessFactors Functional Consultant(s)	SAP Certification: • SAP SuccessFactors Compensation	Implemented a minimum of two (2) projects for SAP SuccessFactors Compensation	Minimum five (5) years' experience on SAP SuccessFactors

In instances where multiple resources are proposed to fulfil a single role, compliance with required certifications will be evaluated collectively across all assigned personnel for that role.
Conversely, where an individual resource is nominated to fulfil multiple roles, that resource must fully satisfy all minimum certification and experience criteria prescribed for each respective role.

Bidder's Name: .....

Signature: .....

Date: .....

NATIONAL TREASURY

Republic of South Africa



GOVERNMENT PROCUREMENT: GENERAL

CONDITIONS OF CONTRACT

July 2010

NOTES

The purpose of this document is to:

(i) Draw special attention to certain general conditions applicable to government bids, contracts and orders; and

(ii) To ensure that clients be familiar with regard to the rights and obligations of all parties involved in doing business with government.

In this document words in the singular also mean in the plural and vice versa and words in the masculine also mean in the feminine and neuter.

- The General Conditions of Contract will form part of all bid documents and may not be amended.
- Special Conditions of Contract (SCC) relevant to a specific bid, should be compiled separately for every bid (if (applicable) and will supplement the General Conditions of Contract. Whenever there is a conflict, the provisions in the SCC shall prevail.

TABLE OF CLAUSES

1. Definitions
2. Application
3. General
4. Standards
5. Use of contract documents and information; inspection
6. Patent rights
7. Performance security
8. Inspections, tests and analysis
9. Packing
10. Delivery and documents
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24. Dumping and countervailing duties
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27. Settlement of disputes
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General Conditions of Contract

1. Definitions

1. The following terms shall be interpreted as indicated:

1.1 “Closing time” means the date and hour specified in the bidding documents for the receipt of bids.

1.2 “Contract” means the written agreement entered into between the purchaser and the supplier, as recorded in the contract form signed by the parties, including all attachments and appendices thereto and all documents incorporated by reference therein.

1.3 “Contract price” means the price payable to the supplier under the contract for the full and proper performance of his contractual obligations.

1.4 “Corrupt practice” means the offering, giving, receiving, or soliciting of anything of value to influence the action of a public official in the procurement process or in contract execution.

1.5 "Countervailing duties" are imposed in cases where an enterprise abroad is subsidized by its government and encouraged to market its products internationally.

1.6 “Country of origin” means the place where the goods were mined, grown or produced or from which the services are supplied. Goods are produced when, through manufacturing, processing or substantial and major assembly of components, a commercially recognized new product results that is substantially different in basic characteristics or in purpose or utility from its components.

1.7 “Day” means calendar day.

1.8 “Delivery” means delivery in compliance of the conditions of the contract or order.

1.9 “Delivery ex stock” means immediate delivery directly from stock actually on hand.

1.10 “Delivery into consignees store or to his site” means delivered and unloaded in the specified store or depot or on the specified site in compliance with the conditions of the contract or order, the supplier bearing all risks and charges involved until the supplies are so delivered and a valid receipt is obtained.

1.11 "Dumping" occurs when a private enterprise abroad market its goods on own initiative in the RSA at lower prices than that of the country of origin and which have the potential to harm the local industries in the

RSA.

1.12 ”Force majeure” means an event beyond the control of the supplier and not involving the supplier’s fault or negligence and not foreseeable. Such events may include, but is not restricted to, acts of the purchaser in its sovereign capacity, wars or revolutions, fires, floods, epidemics, quarantine restrictions and freight embargoes.

1.13 “Fraudulent practice” means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of any bidder and includes collusive practice among bidders (prior to or after bid submission) designed to establish bid prices at artificial non-competitive levels and to deprive the bidder of the benefits of free and open competition.

1.14 “GCC” means the General Conditions of Contract.

1.15 “Goods” means all of the equipment, machinery, and/or other materials that the supplier is required to supply to the purchaser under the contract.

1.16 “Imported content” means that portion of the bidding price represented by the cost of components, parts or materials which have been or are still to be imported (whether by the supplier or his subcontractors) and which costs are inclusive of the costs abroad, plus freight and other direct importation costs such as landing costs, dock dues, import duty, sales duty or other similar tax or duty at the South African place of entry as well as transportation and handling charges to the factory in the Republic where the supplies covered by the bid will be manufactured.

1.17 “Local content” means that portion of the bidding price which is not included in the imported content provided that local manufacture does take place.

1.18 “Manufacture” means the production of products in a factory using labour, materials, components and machinery and includes other related value-adding activities.

1.19 “Order” means an official written order issued for the supply of goods or works or the rendering of a service.

1.20 “Project site,” where applicable, means the place indicated in bidding documents.

1.21 “Purchaser” means the organization purchasing the goods.

1.22 “Republic” means the Republic of South Africa.

1.23 “SCC” means the Special Conditions of Contract.

1.24 “Services” means those functional services ancillary to the supply of the goods, such as transportation and any other incidental services, such as installation, commissioning, provision of technical assistance, training, catering, gardening, security, maintenance and other such

obligations of the supplier covered under the contract.

1.25 "Written" or "in writing" means handwritten in ink or any form of electronic or mechanical writing.

2. Application

2.1 These general conditions are applicable to all bids, contracts and orders including bids for functional and professional services, sales, hiring, letting and the granting or acquiring of rights, but excluding immovable property, unless otherwise indicated in the bidding documents.

2.2 Where applicable, special conditions of contract are also laid down to cover specific supplies, services or works.

2.3 Where such special conditions of contract are in conflict with these general conditions, the special conditions shall apply.

3. General

3.1 Unless otherwise indicated in the bidding documents, the purchaser shall not be liable for any expense incurred in the preparation and submission of a bid. Where applicable a non-refundable fee for documents may be charged.

3.2 With certain exceptions, invitations to bid are only published in the Government Tender Bulletin. The Government Tender Bulletin may be obtained directly from the Government Printer, Private Bag X85, Pretoria 0001, or accessed electronically from www.treasury.gov.za

4. Standards

4.1 The goods supplied shall conform to the standards mentioned in the bidding documents and specifications.

5. Use of contract documents and information; inspection.

5.1 The supplier shall not, without the purchaser's prior written consent, disclose the contract, or any provision thereof, or any specification, plan, drawing, pattern, sample, or information furnished by or on behalf of the purchaser in connection therewith, to any person other than a person employed by the supplier in the performance of the contract. Disclosure to any such employed person shall be made in confidence and shall extend only so far as may be necessary for purposes of such performance.

5.2 The supplier shall not, without the purchaser's prior written consent, make use of any document or information mentioned in GCC clause 5.1 except for purposes of performing the contract.

5.3 Any document, other than the contract itself mentioned in GCC clause 5.1 shall remain the property of the purchaser and shall be returned (all copies) to the purchaser on completion of the supplier's performance under the contract if so required by the purchaser.

5.4 The supplier shall permit the purchaser to inspect the supplier's records relating to the performance of the supplier and to have them audited by auditors appointed by the purchaser, if so required by the purchaser.

6. Patent rights

6.1 The supplier shall indemnify the purchaser against all third-party claims of infringement of patent, trademark, or industrial design rights arising from use of the goods or any part thereof by the purchaser.

7. Performance security

7.1 Within thirty (30) days of receipt of the notification of contract award, the successful bidder shall furnish to the purchaser the performance security of the amount specified in SCC.

7.2 The proceeds of the performance security shall be payable to the purchaser as compensation for any loss resulting from the supplier's failure to complete his obligations under the contract.

7.3 The performance security shall be denominated in the currency of the contract, or in a freely convertible currency acceptable to the purchaser and shall be in one of the following forms:

(a) a bank guarantee or an irrevocable letter of credit issued by a reputable bank located in the purchaser's country or abroad, acceptable to the purchaser, in the form provided in the bidding documents or another form acceptable to the purchaser; or
(b) a cashier's or certified cheque

7.4 The performance security will be discharged by the purchaser and returned to the supplier not later than thirty (30) days following the date of completion of the supplier's performance obligations under the contract, including any warranty obligations, unless otherwise specified in SCC.

8. Inspections, tests and analyses

8.1 All pre-bidding testing will be for the account of the bidder.

8.2 If it is a bid condition that supplies to be produced or services to be rendered should at any stage during production or execution or on completion be subject to inspection, the premises of the bidder or contractor shall be open, at all reasonable hours, for inspection by a representative of the Department or an organization acting on behalf of the Department.

8.3 If there are no inspection requirements indicated in the bidding documents and no mention is made in the contract, but during the contract period it is decided that inspections shall be carried out, the purchaser shall itself make the necessary arrangements, including payment arrangements with the testing authority concerned.

8.4 If the inspections, tests and analyses referred to in clauses 8.2 and 8.3 show the supplies to be in accordance with the contract requirements, the cost of the inspections, tests and analyses shall be defrayed by the purchaser.

8.5 Where the supplies or services referred to in clauses 8.2 and 8.3 do not comply with the contract requirements, irrespective of whether such supplies or services are accepted or not, the cost in connection with these inspections, tests or analyses shall be defrayed by the supplier.

8.6 Supplies and services which are referred to in clauses 8.2 and 8.3 and which do not comply with the contract requirements may be rejected.

8.7 Any contract supplies may on or after delivery be inspected, tested or

analyzed and may be rejected if found not to comply with the requirements of the contract. Such rejected supplies shall be held at the cost and risk of the supplier who shall, when called upon, remove them immediately at his own cost and forthwith substitute them with supplies which do comply with the requirements of the contract. Failing such removal the rejected supplies shall be returned at the suppliers cost and risk. Should the supplier fail to provide the substitute supplies forthwith, the purchaser may, without giving the supplier further opportunity to substitute the rejected supplies, purchase such supplies as may be necessary at the expense of the supplier.

8.8 The provisions of clauses 8.4 to 8.7 shall not prejudice the right of the purchaser to cancel the contract on account of a breach of the conditions thereof, or to act in terms of Clause 23 of GCC.

9. Packing

9.1 The supplier shall provide such packing of the goods as is required to prevent their damage or deterioration during transit to their final destination, as indicated in the contract. The packing shall be sufficient to withstand, without limitation, rough handling during transit and exposure to extreme temperatures, salt and precipitation during transit, and open storage. Packing, case size and weights shall take into consideration, where appropriate, the remoteness of the goods' final destination and the absence of heavy handling facilities at all points in transit.

9.2 The packing, marking, and documentation within and outside the packages shall comply strictly with such special requirements as shall be expressly provided for in the contract, including additional requirements, if any, specified in SCC, and in any subsequent instructions ordered by the purchaser.

10. Delivery and documents

10.1 Delivery of the goods shall be made by the supplier in accordance with the terms specified in the contract. The details of shipping and/or other documents to be furnished by the supplier are specified in SCC.

10.2 Documents to be submitted by the supplier are specified in SCC.

11. Insurance

11.1 The goods supplied under the contract shall be fully insured in a freely convertible currency against loss or damage incidental to manufacture or acquisition, transportation, storage and delivery in the manner specified in the SCC.

12. Transportation

12.1 Should a price other than an all-inclusive delivered price be required, this shall be specified in the SCC.

13. Incidental services

13.1 The supplier may be required to provide any or all of the following services, including additional services, if any, specified in SCC:

(a) performance or supervision of on-site assembly and/or commissioning of the supplied goods;
(b) furnishing of tools required for assembly and/or maintenance of the supplied goods;
(c) furnishing of a detailed operations and maintenance manual for each appropriate unit of the supplied goods;

(d) performance or supervision or maintenance and/or repair of the supplied goods, for a period of time agreed by the parties, provided that this service shall not relieve the supplier of any warranty obligations under this contract; and

(e) training of the purchaser's personnel, at the supplier's plant and/or on-site, in assembly, start-up, operation, maintenance, and/or repair of the supplied goods.

13.2 Prices charged by the supplier for incidental services, if not included in the contract price for the goods, shall be agreed upon in advance by the parties and shall not exceed the prevailing rates charged to other parties by the supplier for similar services.

14. Spare parts

14.1 As specified in SCC, the supplier may be required to provide any or all of the following materials, notifications, and information pertaining to spare parts manufactured or distributed by the supplier:

(a) such spare parts as the purchaser may elect to purchase from the supplier, provided that this election shall not relieve the supplier of any warranty obligations under the contract; and

(b) in the event of termination of production of the spare parts:

(i) Advance notification to the purchaser of the pending termination, in sufficient time to permit the purchaser to procure needed requirements; and

(ii) following such termination, furnishing at no cost to the purchaser, the blueprints, drawings, and specifications of the spare parts, if requested.

15. Warranty

15.1 The supplier warrants that the goods supplied under the contract are new, unused, of the most recent or current models, and that they incorporate all recent improvements in design and materials unless provided otherwise in the contract. The supplier further warrants that all goods supplied under this contract shall have no defect, arising from design, materials, or workmanship (except when the design and/or material is required by the purchaser's specifications) or from any act or omission of the supplier, that may develop under normal use of the supplied goods in the conditions prevailing in the country of final destination.

15.2 This warranty shall remain valid for twelve (12) months after the goods, or any portion thereof as the case may be, have been delivered to and accepted at the final destination indicated in the contract, or for eighteen (18) months after the date of shipment from the port or place of loading in the source country, whichever period concludes earlier, unless specified otherwise in SCC.

15.3 The purchaser shall promptly notify the supplier in writing of any claims arising under this warranty.

15.4 Upon receipt of such notice, the supplier shall, within the period specified in SCC and with all reasonable speed, repair or replace the defective goods or parts thereof, without costs to the purchaser.

15.5 If the supplier, having been notified, fails to remedy the defect(s) within the period specified in SCC, the purchaser may proceed to take

such remedial action as may be necessary, at the supplier's risk and expense and without prejudice to any other rights which the purchaser may have against the supplier under the contract.

16. Payment

16.1 The method and conditions of payment to be made to the supplier under this contract shall be specified in SCC.

16.2 The supplier shall furnish the purchaser with an invoice accompanied by a copy of the delivery note and upon fulfillment of other obligations stipulated in the contract.

16.3 Payments shall be made promptly by the purchaser, but in no case later than thirty (30) days after submission of an invoice or claim by the supplier.

16.4 Payment will be made in Rand unless otherwise stipulated in SCC.

17. Prices

17.1 Prices charged by the supplier for goods delivered and services performed under the contract shall not vary from the prices quoted by the supplier in his bid, with the exception of any price adjustments authorized in SCC or in the purchaser's request for bid validity extension, as the case may be.

18. Contract amendments

18.1 No variation in or modification of the terms of the contract shall be made except by written amendment signed by the parties concerned.

19. Assignment

19.1 The supplier shall not assign, in whole or in part, its obligations to perform under the contract, except with the purchaser's prior written consent.

20. Subcontracts

20.1 The supplier shall notify the purchaser in writing of all subcontracts awarded under this contracts if not already specified in the bid. Such notification, in the original bid or later, shall not relieve the supplier from any liability or obligation under the contract.

21. Delays in the supplier's performance

21.1 Delivery of the goods and performance of services shall be made by the supplier in accordance with the time schedule prescribed by the purchaser in the contract.

21.2 If at any time during performance of the contract, the supplier or its subcontractor(s) should encounter conditions impeding timely delivery of the goods and performance of services, the supplier shall promptly notify the purchaser in writing of the fact of the delay, its likely duration and its cause(s). As soon as practicable after receipt of the supplier's notice, the purchaser shall evaluate the situation and may at his discretion extend the supplier's time for performance, with or without the imposition of penalties, in which case the extension shall be ratified by the parties by amendment of contract.

21.3 No provision in a contract shall be deemed to prohibit the obtaining of supplies or services from a national department, provincial department, or a local authority.

21.4 The right is reserved to procure outside of the contract small quantities or to have minor essential services executed if an emergency arises, the

supplier's point of supply is not situated at or near the place where the supplies are required, or the supplier's services are not readily available.

21.5 Except as provided under GCC Clause 25, a delay by the supplier in the performance of its delivery obligations shall render the supplier liable to the imposition of penalties, pursuant to GCC Clause 22, unless an extension of time is agreed upon pursuant to GCC Clause 21.2 without the application of penalties.

21.6 Upon any delay beyond the delivery period in the case of a supplies contract, the purchaser shall, without canceling the contract, be entitled to purchase supplies of a similar quality and up to the same quantity in substitution of the goods not supplied in conformity with the contract and to return any goods delivered later at the supplier's expense and risk, or to cancel the contract and buy such goods as may be required to complete the contract and without prejudice to his other rights, be entitled to claim damages from the supplier.

22. Penalties

22.1 Subject to GCC Clause 25, if the supplier fails to deliver any or all of the goods or to perform the services within the period(s) specified in the contract, the purchaser shall, without prejudice to its other remedies under the contract, deduct from the contract price, as a penalty, a sum calculated on the delivered price of the delayed goods or unperformed services using the current prime interest rate calculated for each day of the delay until actual delivery or performance. The purchaser may also consider termination of the contract pursuant to GCC Clause 23.

23. Termination for default

23.1 The purchaser, without prejudice to any other remedy for breach of contract, by written notice of default sent to the supplier, may terminate this contract in whole or in part:

(a) if the supplier fails to deliver any or all of the goods within the period(s) specified in the contract, or within any extension thereof granted by the purchaser pursuant to GCC Clause 21.2;

(b) if the Supplier fails to perform any other obligation(s) under the contract; or

(c) if the supplier, in the judgment of the purchaser, has engaged in corrupt or fraudulent practices in competing for or in executing the contract.

23.2 In the event the purchaser terminates the contract in whole or in part, the purchaser may procure, upon such terms and in such manner as it deems appropriate, goods, works or services similar to those undelivered, and the supplier shall be liable to the purchaser for any excess costs for such similar goods, works or services. However, the supplier shall continue performance of the contract to the extent not terminated.

23.3 Where the purchaser terminates the contract in whole or in part, the purchaser may decide to impose a restriction penalty on the supplier by prohibiting such supplier from doing business with the public sector for a period not exceeding 10 years.

23.4 If a purchaser intends imposing a restriction on a supplier or any

person associated with the supplier, the supplier will be allowed a time period of not more than fourteen (14) days to provide reasons why the envisaged restriction should not be imposed. Should the supplier fail to respond within the stipulated fourteen (14) days the purchaser may regard the intended penalty as not objected against and may impose it on the supplier.

23.5 Any restriction imposed on any person by the Accounting Officer / Authority will, at the discretion of the Accounting Officer / Authority, also be applicable to any other enterprise or any partner, manager, director or other person who wholly or partly exercises or exercised or may exercise control over the enterprise of the first-mentioned person, and with which enterprise or person the first-mentioned person, is or was in the opinion of the Accounting Officer / Authority actively associated.

23.6 If a restriction is imposed, the purchaser must, within five (5) working days of such imposition, furnish the National Treasury, with the following information:

(i) the name and address of the supplier and / or person restricted by the purchaser;
(ii) the date of commencement of the restriction
(iii) the period of restriction; and
(iv) the reasons for the restriction.

These details will be loaded in the National Treasury's central database of suppliers or persons prohibited from doing business with the public sector.

23.7 If a court of law convicts a person of an offence as contemplated in sections 12 or 13 of the Prevention and Combating of Corrupt Activities Act, No. 12 of 2004, the court may also rule that such person's name be endorsed on the Register for Tender Defaulters. When a person's name has been endorsed on the Register, the person will be prohibited from doing business with the public sector for a period not less than five years and not more than 10 years. The National Treasury is empowered to determine the period of restriction and each case will be dealt with on its own merits. According to section 32 of the Act the Register must be open to the public. The Register can be perused on the National Treasury website.

24. Anti-dumping and countervailing duties and rights

24.1 When, after the date of bid, provisional payments are required, or anti-dumping or countervailing duties are imposed, or the amount of a provisional payment or anti-dumping or countervailing right is increased in respect of any dumped or subsidized import, the State is not liable for any amount so required or imposed, or for the amount of any such increase. When, after the said date, such a provisional payment is no longer required or any such anti-dumping or countervailing right is abolished, or where the amount of such provisional payment or any such right is reduced, any such favourable difference shall on demand be paid forthwith by the contractor to the State or the State may deduct such amounts from moneys (if any) which may otherwise be due to the contractor in regard to supplies or services which he delivered or rendered, or is to deliver or render in terms of the contract or any other contract or any other amount which

may be due to him

25. Force Majeure

25.1 Notwithstanding the provisions of GCC Clauses 22 and 23, the supplier shall not be liable for forfeiture of its performance security, damages, or termination for default if and to the extent that his delay in performance or other failure to perform his obligations under the contract is the result of an event of force majeure.

25.2 If a force majeure situation arises, the supplier shall promptly notify the purchaser in writing of such condition and the cause thereof. Unless otherwise directed by the purchaser in writing, the supplier shall continue to perform its obligations under the contract as far as is reasonably practical, and shall seek all reasonable alternative means for performance not prevented by the force majeure event.

26. Termination for insolvency

26.1 The purchaser may at any time terminate the contract by giving written notice to the supplier if the supplier becomes bankrupt or otherwise insolvent. In this event, termination will be without compensation to the supplier, provided that such termination will not prejudice or affect any right of action or remedy which has accrued or will accrue thereafter to the purchaser.

27. Settlement of Disputes

27.1 If any dispute or difference of any kind whatsoever arises between the purchaser and the supplier in connection with or arising out of the contract, the parties shall make every effort to resolve amicably such dispute or difference by mutual consultation.

27.2 If, after thirty (30) days, the parties have failed to resolve their dispute or difference by such mutual consultation, then either the purchaser or the supplier may give notice to the other party of his intention to commence with mediation. No mediation in respect of this matter may be commenced unless such notice is given to the other party.

27.3 Should it not be possible to settle a dispute by means of mediation, it may be settled in a South African court of law.

27.4 Mediation proceedings shall be conducted in accordance with the rules of procedure specified in the SCC.

27.5 Notwithstanding any reference to mediation and/or court proceedings herein,

(a) the parties shall continue to perform their respective obligations under the contract unless they otherwise agree; and
(b) the purchaser shall pay the supplier any monies due the supplier.

28. Limitation of liability

28.1 Except in cases of criminal negligence or willful misconduct, and in the case of infringement pursuant to Clause 6;

(a) the supplier shall not be liable to the purchaser, whether in contract, tort, or otherwise, for any indirect or consequential loss or damage, loss of use, loss of production, or loss of profits or interest costs, provided that this exclusion shall not apply to any obligation of the supplier to pay penalties and/or damages to the purchaser; and

(b) the aggregate liability of the supplier to the purchaser, whether under the contract, in tort or otherwise, shall not exceed the total contract price, provided that this limitation shall not apply to the cost of repairing or replacing defective equipment.

29. Governing language

29.1 The contract shall be written in English. All correspondence and other documents pertaining to the contract that is exchanged by the parties shall also be written in English.

30. Applicable law

30.1 The contract shall be interpreted in accordance with South African laws, unless otherwise specified in SCC.

31. Notices

31.1 Every written acceptance of a bid shall be posted to the supplier concerned by registered or certified mail and any other notice to him shall be posted by ordinary mail to the address furnished in his bid or to the address notified later by him in writing and such posting shall be deemed to be proper service of such notice

31.2 The time mentioned in the contract documents for performing any act after such aforesaid notice has been given, shall be reckoned from the date of posting of such notice.

32. Taxes and duties

32.1 A foreign supplier shall be entirely responsible for all taxes, stamp duties, license fees, and other such levies imposed outside the purchaser's country.

32.2 A local supplier shall be entirely responsible for all taxes, duties, license fees, etc., incurred until delivery of the contracted goods to the purchaser.

32.3 No contract shall be concluded with any bidder whose tax matters are not in order. Prior to the award of a bid the Department must be in possession of a tax clearance certificate, submitted by the bidder. This certificate must be an original issued by the South African Revenue Services.

33. National Industrial Participation (NIP) Programme

33.1 The NIP Programme administered by the Department of Trade and Industry shall be applicable to all contracts that are subject to the NIP obligation.

34 Prohibition of Restrictive practices

34.1 In terms of section 4 (1) (b) (iii) of the Competition Act No. 89 of 1998, as amended, an agreement between, or concerted practice by, firms, or a decision by an association of firms, is prohibited if it is between parties in a horizontal relationship and if a bidder (s) is / are or a contractor(s) was / were involved in collusive bidding (or bid rigging).

34.2 If a bidder(s) or contractor(s), based on reasonable grounds or evidence obtained by the purchaser, has / have engaged in the restrictive practice referred to above, the purchaser may refer the matter to the Competition Commission for investigation and possible imposition of administrative penalties as contemplated in the Competition Act No. 89 of 1998.

34.3 If a bidder(s) or contractor(s), has / have been found guilty by the Competition Commission of the restrictive practice referred to above, the purchaser may, in addition and without prejudice to any other remedy provided for, invalidate the bid(s) for such item(s) offered, and / or terminate the contract in whole or part, and / or restrict the bidder(s) or contractor(s) from conducting business with the public sector for a period not exceeding ten (10) years and / or claim damages from the bidder(s) or contractor(s) concerned.