

REQUEST FOR PROPOSAL

DESCRIPTION:

**APPOINTMENT OF CONSULTANTS FOR SAP GRAP MIGRATION AND
RELATED PROJECTS**

DATE ISSUED: 13 January 2016

CLOSING DATE: 26 January 2017 at 11H00

TENDER BOX:

**GROUND FLOOR, LINTON HOUSE
BROOKLYN BRIDGE
570 FEHRSEN STREET
BROOKLYN
PRETORIA**



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1. INTRODUCTION

The South African Revenue Service (SARS) is uniquely placed to contribute to government's plan of action to address socio-economic growth and development, poverty alleviation and job creation. Through the vital role of providing the revenue to fund the full spectrum of initiatives, plans, programmes and strategies of national and provincial government departments, SARS plays a crucial enabling role for government delivery.

2. OVERVIEW OF SARS

Our Mandate

In terms of the South African Revenue Service Act, 1997 (Act No. 34 of 1997), SARS is mandated to:

- Collect all revenues due;
- Ensure maximum compliance with tax and customs legislation; and
- Provide a customs service that will maximise revenue collection, protect our borders and facilitate trade.

Our Vision

SARS is an innovative revenue and customs agency that enhances economic growth and social development, and that supports the country's integration into the global economy in a way that benefits all South Africans.

Our Mission

To optimise revenue yield, to facilitate trade and to enlist new tax contributors by promoting awareness of the obligation to comply with tax and customs laws, and to provide a quality, responsive service to the public.

Our Values

- Integrity
- Fairness
- Respect
- Trust
- Honesty
- Accountability
- Transparency

Our Core Outcomes

- Increased Customs Compliance;
- Increased Tax Compliance;
- Increased ease and fairness of doing business with SARS; and
- Increased cost effectiveness, internal efficiency and institutional respectability.

3. PURPOSE OF THIS REQUEST FOR PROPOSAL (RFP)

The purpose of this Request for Proposal (RFP) is to solicit proposals from SAP certified consultants and SAP Business Partners (also requested to avail consultants) both herewith referred to as bidder(s) in order to assist SARS on the GRAP migration programme.

The successful bidder(s) will be required to provide SARS with one or any number/combination of the following consultants/resources:

- SAP Solution Lead (K5)
- 2x SAP TRM Functional Consultant (K4 and K5)
- SAP BRFPlus Consultant (K5)
- 2x SAP PSCD Functional Consultant (K4 and K5)
- SAP FICO Functional Consultant (K5)
- SAP Basis (HANA) Consultant (K5)
- SAP Solution Architect (K5)
- SAP PO Consultant (K5)

This RFP does not constitute an offer to do business with SARS, but merely serves as an invitation to potential bidders to facilitate a requirements-based decision process.

4. LEGISLATIVE METHODOLOGY OF THE BID

4.1. TAX LEGISLATION

When submitting a bid to SARS, bidder(s) must be compliant and remain compliant with all applicable tax legislation for the entire contract term, including but not limited to the Tax Administration Act, 2011 (Act No. 28 of 2011), Income Tax Act, 1962 (Act No. 58 of 1962) and Value-Added Tax Act, 1991 (Act No. 89 of 1991).

4.2. PROCUREMENT LEGISLATION

SARS has a detailed evaluation methodology premised on Treasury Regulation 16A3 promulgated under Section 76 of the Public Finance Management Act, 1999 (Act No. 1 of 1999), the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000) and the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003).

4.3. TECHNICAL LEGISLATIONS AND/OR STANDARDS

The bidder(s) should be cognisant of all relevant legislation and/or standards applicable to the provision of the services required in terms of this RFP, namely, but not limited thereto:

- 4.3.1. The Labour Relations Act, 1995 (Act No. 66 of 1995);
- 4.3.2. Employment Equity Act, 1998 (Act No. 55 of 1998);
- 4.3.3. Basic Conditions of Employment Act, 1977 (Act No.75 of 1977);
- 4.3.4. Skills Development Act, 1998 (Act No. 97 of 1998); and
- 4.3.5. Employment Services Act, 2014 (Act no 4 of 2014).

5. BRIEFING SESSION

Interested parties have an option to attend a non-compulsory briefing session that will be held at Linton House, Brooklyn Bridge, 570 Fehrsen Street, Brooklyn, Pretoria, on 18 January 2017 at 11H00 to clarify to potential bidder(s) the scope and extent of work to be executed. Bidders are encouraged to read through the documents before this session.

6. DURATION OF CONTRACT

The successful bidder(s) will be required to avail the resources/consultants for the duration of contract as highlighted in Table 6A. SARS reserves the right to extend the contract where applicable, as and when required. The table below illustrates the initial term of contract in months and an option to extend.

Table 6A: Duration of Contract

| | | Initial Term of Contract | | | | | | | Option to Extend | | | | Maximum Duration of Contract |
|----|--|--------------------------|---|---|---|---|---|---|------------------|---|----|----|------------------------------|
| No | Resource | Start-time | | | | | | | | | | | |
| | Months | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | |
| 1 | SAP Solution Lead (K5) | | | | | | | | | | | | 11 months |
| 2 | SAP TRM Functional Consultant (K4 and K5) | | | | | | | | | | | | 11 months |
| 3 | SAP BRFPPlus Consultant (K5) | | | | | | | | | | | | 11 months |
| 4 | SAP PSCD Functional Consultant (K4 and K5) | | | | | | | | | | | | 11 months |
| 5 | SAP FICO Functional Consultant (K5) | | | | | | | | | | | | 7 months |
| 6 | SAP Basis (HANA) Consultant (K5) | | | | | | | | | | | | 11 months |
| 7 | SAP Solution Architect (K5) | | | | | | | | | | | | 5 months |
| 8 | SAP PO Consultant (K5) | | | | | | | | | | | | 4 months |

NOTES:

- The option to extend does not apply to SAP PO Consultant, SAP Solution Architect and SAP FICO Function
- SARS reserves the right to extend the contract where applicable, on a month to month after the initial term of contract or by any number of months not exceeding 4 months.

7. TIMELINE OF THE BID PROCESS

The validity period is 180 days after the closing date of the bid. The project timeframes of this bid are set out below:

| Activity | Date Due |
|---|-----------------------------------|
| Advertisement of the bid in the: | 13 January 2017 |
| - Government Tender Bulletin; and | |
| - National Treasury Tender Portal. | |
| - Sunday Times | 15 January 2017 |
| Distribution of bid documents on the SARS website. | 16 January 2017 |
| Non-compulsory briefing session. | 18 January 2017 at 11H00 |
| Questions relating to the bid from potential bidder(s). | 16 January 2017 – 23 January 2017 |
| Bid closing date. | 26 January 2017, 11H00 |
| Bidder Presentations | 17 – 22 February 2017 |
| Notice to bidder(s)* | * March/ April 2017 |

* Dates subject to change.

All times and dates in this bid are South African Standard Time. Any time or date in this bid is subject to change at SARS' sole discretion. The establishment of a time or date in this bid does not create an obligation on the part of SARS to take any action, or create any right in any way for any bidder to demand that any action be taken on the date established. The bidders accepts that, if SARS extends the deadline (the closing date) for bid submissions for any reason, the requirements of this bid otherwise apply equally to the extended deadline.

8. CONTACT

A nominated official of the potential bidder(s) can make enquiries in writing, to the specified person, Mr Andre Taljaard (Procurement Tender Office) via email at tenderoffice@sars.gov.za and cc rft-professionalservices@sars.gov.za. Potential bidder(s) must reduce all telephonic enquiries to writing and send them to the above email addresses.

9. SCOPE OF WORK

9.1 BACKGROUND

SAP is strategically positioned as the accounting platform and backbone of SARS to “house” all taxpayer/trader accounts, and therefore is a key contributor and resource to ensuring that SARS meets its Generally Recognised Accounting Practice (GRAP) compliance.

SARS the assistance of SAP certified resources/consultants as outlined in paragraph 9.3 to meet its GRAP compliance. These successful consultants will report to the SAP Development Manager and be based at SARS in Brooklyn, Pretoria.

9.2 DEFINITIONS AND ACRONYMS

Table 9A: Acronyms used in this RFP document

| No. | Description/Acronym | Definition |
|-----|---------------------|---|
| 1. | SAP | Systems, Applications & Products |
| 2. | TRM | Tax & Revenue Management |
| 3. | PSCD | Public Sector Collections & Disbursements |
| 3. | FICO | Finance & Controlling |
| 5. | PO/PI | Process Orchestration/Process Integration |
| 6. | HANA | In-memory, column-oriented, relational database management system |
| 7. | IDoc | Intermediate Document |
| 8. | BRFPlus | Business Rules Framework Plus |
| 9. | GRAP | Generally Recognised Accounting Practice |

9.3 SARS SCOPE OF WORK

The successful consultants will be required to perform the following duties.

9.3.1 Senior SAP Solution Lead (K5)

- 9.3.1.1 Coordinate with SAP SME's, Functional and Technical stakeholders and other consultants in solution & technical design delivery;
- 9.3.1.2 Ensure adherence to SAP standard by pursuing business process and policy refinement and re-engineering opportunities;
- 9.3.1.3 Provide expert HANA ready solution design for scalability and optimal performance;
- 9.3.1.4 Facilitate quality review sessions in line with defined SDLC standards and related governance processes for SAP;
- 9.3.1.5 Provide expert HANA ready solution design for scalability and optimal performance.
- 9.3.1.6 Facilitate quality review sessions in line with defined SDLC standards and related governance processes for SAP;
- 9.3.1.7 Oversee project developments in line with project execution plan from functional, technical, Authorisation and Basis perspective;
- 9.3.1.8 Coordinate Functional, Technical development and progress status, and reporting, and remediation to ensure on-time, quality delivery;
- 9.3.1.9 Facilitate necessary knowledge transfer;
- 9.3.1.10 Provide input into integration and solution architecture design discussions with third party systems where required;
- 9.3.1.11 Provide input into relevant cutover activities to facilitate production go-live where required; and
- 9.3.1.12 Prepare presentations to relevant executive committees to provide progress or influence decision making;

9.3.2 SAP Solution Architect (K5)

- 9.3.2.1 Review AS-IS technical architecture (SAP ECC6) including integration with other partner systems;
- 9.3.2.2 Plan and facilitate stakeholder workshops to review existing designs and document the new SAP architecture, including confirmation of the SAP technology stack to support the SAP Roadmap;
- 9.3.2.3 Determine SAP infrastructure sizing specifications;
- 9.3.2.4 Provide solution design and quality assurance during design and realisation phases;
- 9.3.2.5 Apply design standards and change governance in accordance with SAP Best Practices;

9.3.2.6 Facilitate training and knowledge transfer; and

9.3.2.7 Compile all necessary documentation.

9.3.3 SAP BRF Consultant (K5)

9.3.3.1 The primary focus will be for the TRM and PSCD modules;

9.3.3.2 The resource will be responsible for systems analysis and design of medium to complex requirements within the ITS (Integrated Tax System);

9.3.3.3 Resource will review existing functional design documents and will work closely with the technical resources;

9.3.3.4 The resource will configure BRFplus;

9.3.3.5 The candidate is expected to be responsible for modelling, documentation, editing, testing and managing business rules and workflows in SAP TRM environment.

9.3.3.6 Produce design and technical specifications

9.3.3.7 Train users, when required;

9.3.3.8 Design the solution to meet functional requirements in line with migration strategy;

9.3.3.9 Participate in the SAP architecture review in conjunction with other partner systems;

9.3.3.10 Participate and contribute to the stakeholder's workshops to review existing designs and document the SAP BRF strategy required to support the business reporting strategy;

9.3.3.11 Design, develop and implement specification to support business requirements and defect resolution;

9.3.3.12 Follow all prescribed developments standards and change governance in line with SAP Best Practices;

9.3.3.13 Ensure that project deliverables are on scope, in time and best quality;

9.3.3.14 Design interfaces with third party systems, where required;

9.3.3.15 Document and implement relevant cutover activities to facilitate production go-live;

9.3.3.16 Prepare, execute unit test cases in the development environment;

9.3.3.17 Compile all necessary documentation required during the execution;

9.3.3.18 Provide go-live support; and

9.3.3.19 Provide knowledge transfer to the SARS team.

9.3.4 Senior TRM Functional Consultant (K5)

- 9.3.4.1 Participate in the SAP architecture review in conjunction with other partner systems;
- 9.3.4.2 Participate and contribute to the stakeholder's workshops to review existing designs and document the SAP TRM strategy required to support the business reporting strategy;
- 9.3.4.3 Design the solution to meet functional requirements in line with migration strategy and execute the upgrade plan from SAP ECC6 to S4 HANA;
- 9.3.4.4 Design, develop and implement functional specification to support business requirements and defect resolution;
- 9.3.4.5 As a subject matter expert, provide HANA ready solution design for scalability and optimal performance;
- 9.3.4.6 Follow all prescribed developments standards and change governance in line with SAP Best Practices;
- 9.3.4.7 Ensure that project deliverables are on scope, in time and best quality;
- 9.3.4.8 Facilitate necessary knowledge transfer;
- 9.3.4.9 Assist SAP Development team with parallel daily support, maintenance activities and issues during project execution;
- 9.3.4.10 Consult with SARS Business and IT stakeholders to provide advice on new available functionality;
- 9.3.4.11 Design interfaces with third party systems, where required;
- 9.3.4.12 Document and implement relevant cutover activities to facilitate production go-live;
- 9.3.4.13 Provide end-user training when required;
- 9.3.4.14 Prepare, execute unit test cases and import the objects to QA and Preproduction environments; and
- 9.3.4.15 Compile all necessary documentation required during the execution.

9.3.5 SAP TRM Functional Consultant (K4)

- 9.3.5.1 Participate in the requirements gathering and analysis;
- 9.3.5.2 Produce the business Blueprint document, including process design and Gap analysis;
- 9.3.5.3 Perform systems solution design;
- 9.3.5.4 Document functional specification;
- 9.3.5.5 Perform system configuration as per business blueprint and functional specification

documents;

- 9.3.5.6 Designing interfaces with third party systems, where required;
- 9.3.5.7 Perform system testing and integration testing;
- 9.3.5.8 Provide end user training when required;
- 9.3.5.9 Document and implement relevant cutover activities during of go-live phase of the project;
- 9.3.5.10 Provide go-live support; and
- 9.3.5.11 Provide hand knowledge transfer to the SARS team.

9.3.6 SAP Senior PSCD Functional Consultant (K5)

- 9.3.6.1 Participate in the SAP architecture review in conjunction with other partner systems;
- 9.3.6.2 Participate and contribute to the stakeholder's workshops to review existing designs and document the SAP TRM & PSCD strategy required to support the business reporting strategy;
- 9.3.6.3 Design the solution to meet functional requirements in line with migration strategy and execute the upgrade plan from SAP ECC6 to S4 HANA;
- 9.3.6.4 Design, develop and implement functional specification to support business requirements and defect resolution;
- 9.3.6.5 As a subject matter expert, provide HANA ready solution design for scalability and optimal performance;
- 9.3.6.6 Follow all prescribed developments standards and change governance in line with SAP Best Practices;
- 9.3.6.7 Ensure that project deliverables are on scope, in time and best quality;
- 9.3.6.8 Facilitate necessary knowledge transfer;
- 9.3.6.9 Assist **SAP Development** team with parallel daily support, maintenance activities and issues during project execution;
- 9.3.6.10 Consult with SARS Business and IT stakeholders to provide advice on new available functionality;
- 9.3.6.11 Design interfaces with third party systems, were required;
- 9.3.6.12 Document and implement relevant cutover activities to facilitate production go-live;
- 9.3.6.13 Provide end-user training when required;

- 9.3.6.14 Prepare, execute unit test cases and import the objects to QA and Preproduction environments; and
- 9.3.6.15 Compile all necessary documentation required during the execution.

9.3.7 SAP Senior FICO Functional Consultant (K5)

- 9.3.7.1 Participate and contribute to the stakeholder's workshops to review existing designs and document the SAP FICO strategy required to support the business reporting strategy;
- 9.3.7.2 Requirements gathering and design of the solution to meet the business requirements;
- 9.3.7.3 Provide input and document the Blue print and other project documentation;
- 9.3.7.4 Design, develop and implement functional specification to support business requirements and defect resolution;
- 9.3.7.5 As a subject matter expert, provide guidance on best practices and advice on new available functionality;
- 9.3.7.6 Carrying out system configuration;
- 9.3.7.7 Designing interfaces with third party systems;
- 9.3.7.8 System testing and integration testing, including preparation and execution of unit test Cases;
- 9.3.7.9 Leading, monitoring and guiding junior staff;
- 9.3.7.10 Ensuring bug resolution within the agreed Service Level Agreements;
- 9.3.7.11 Completing configuration and enhancements within time and on budget;
- 9.3.7.12 Document and implement relevant cutover activities to facilitate production go-live;
- 9.3.7.13 Providing end user training when required; and
- 9.3.7.14 Provide knowledge transfer to the SARS team.

9.3.8 SAP PSCD Functional Consultant (K4)

- 9.3.8.1 Participate in the requirements gathering and analysis;
- 9.3.8.2 Produce the business Blueprint document, including process design and Gap analysis;
- 9.3.8.3 Perform systems solution design;
- 9.3.8.4 Document functional specification;
- 9.3.8.5 Perform system configuration as per business blueprint and functional specification documents;

- 9.3.8.6 Designing interfaces with third party systems, where required;
- 9.3.8.7 Perform system testing and integration testing;
- 9.3.8.8 Provide end user training when required;
- 9.3.8.9 Document and implement relevant cutover activities during of go-live phase of the project;
- 9.3.8.10 Provide go-live support; and
- 9.3.8.11 Provide knowledge transfer to the SARS team.

9.3.9 SAP PO Consultant

- 9.3.9.1 Formulate PI/PO solution architecture and strategy;
- 9.3.9.2 Creation of PI/PO technical designs for integration scenario requirements
- 9.3.9.3 Perform System Configuration of SAP PI/PO;
- 9.3.9.4 Implement and configure the architecture defined by the PI Basis;
- 9.3.9.5 Implement the System Landscape Directory (SLD) architecture defined by the PI Basis;
- 9.3.9.6 Conduct all activities that affect the administration and configuration of the SLD;
- 9.3.9.7 Development in Enterprise Services Repository;
- 9.3.9.8 Configuration in Integration Builder;
- 9.3.9.9 Monitor message processing and message throughput;
- 9.3.9.10 Error and alert handling;
- 9.3.9.11 Troubleshooting and status tracking of messages;
- 9.3.9.12 Technical Documentation;
- 9.3.9.13 Systems Solution design;
- 9.3.9.14 Carrying out system configuration;
- 9.3.9.15 Designing interfaces with third party systems, where required;
- 9.3.9.16 System testing and integration testing;
- 9.3.9.17 Documentation and implementation of relevant cutover activities;
- 9.3.9.18 Go-live and support; and
- 9.3.9.19 Provide knowledge transfer to the SARS team.

9.3.10 Senior SAP HANA Basis Consultant (K5)

- 9.3.10.1 Implementation of ECC6 EHP8;
- 9.3.10.2 Design and implementation UI5 and Fiori;
- 9.3.10.3 Technical design and implementation PI/PO;
- 9.3.10.4 Design and implementation of SAP HANA including integration and backup strategies;
- 9.3.10.5 System Refresh and Client administration including client creation, client copy, client deletion;
- 9.3.10.6 Design and implement an optimal SAP configuration to maximize system performance and availability;
- 9.3.10.7 Maintain SAP performance by planning and executing SAP tuning strategies;
- 9.3.10.8 Monitor SAP systems (work processes, users, system logs, short dumps, locks, developer traces, system traces, disk space, etc.);
- 9.3.10.9 Manage Solution Manager with regards to new system integrations;
- 9.3.10.10 Develop, maintain and clearly document and hand over all design and implementation information; and
- 9.3.10.11 Provide knowledge transfer to the SARS team.

9.4 DOCUMENTATION REQUIRED

Bidders are required to submit their response to all the information in this section. The information will be used for technical evaluations.

9.4.1 Resources

Complete **Annexure C** (Resume Template/ Questionnaire) in full and provide certificates of each consultant that will be recommended to SARS for duration of the project. The resume must include but not limited to experience of the individual in the functional role they are bidding for.

NOTE:

Bidders must only recommend one (1) consultant per functional role that they are bidding for. Bidders may respond to one (1) or any number of the categories/functional role that they have demonstrated expertise in rendering the services.

The information below is the minimum requirements for each functional role that a bidder

may be bidding for. The bidder must provide detailed information which demonstrates that they meet the minimum requirements as outlined below for each functional role they are bidding for:

9.4.1.1 Senior SAP Solution Lead (K5)

- Consultant must at least have a Degree or Diploma in IT or Finance;
- A minimum of 8 years SAP Project Lead experience;
- A minimum of 3 years SAP TRM and 5 years PSCD experience;
- Full cycle project implementations/upgrade as lead in a Tax Authority environment or similar large organisations;
- Proven ability of coordinating large groups of technical and functional specialist stakeholders during discussions and design sessions;
- Proven track record of professional documentation and presentation experience to executive committees;
- Strong financial accounting and reporting acumen is an advantage;
- Implementation experience in SAP integration or related interfaces is an advantage; and
- Implementation experience in SAP UI5/Fiori, SAP Solution Manager, and S4/HANA is an advantage.

9.4.1.2 Solutions Architecture (K5)

- Consultant must at least have a Degree or Diploma in IT or Finance;
- A minimum of 8 years SAP Solution Architecture experience;
- At least 1 full cycle TRM project implementations in a lead role for ECC;
- Demonstrated experience in SAP integration technologies;
- Tax and accounting business process design experience is an advantage; and
- At least 1 full cycle project migration in a lead role for HANA is an advantage.

9.4.1.3 Senior TRM Functional Consultant (K5)

- Consultant must at least have A Degree or Diploma in IT or Finance;
- A minimum of 8 years SAP FI/CA experience;
- A minimum of 5 years SAP TRM experience;
- At least 3 full cycle project implementations/upgrade;
- SAP TRM system configuration experience;
- Form Bundle design and implementation experience;
- Experience in SAP integration or related interfaces is an advantage;

- Experience in SAP PSCD is an advantage;
- Exposure to SAP UI5/Fiori is an advantage;
- Experience in SAP BRF/BRFplus is an advantage; and
- Experience in SAP FI/CO is an advantage.

9.4.1.4 **SAP TRM Functional Consultant (K4)**

- A Degree or Diploma in IT or Finance;
- A minimum of 3 years SAP TRM experience;
- A minimum of 3 years SAP PCSD/FICA experience;
- At least 2 full cycle project implementations;
- SAP TRM system configuration experience;
- Experience in SAP-related interfaces; and
- Experience in SAP FICA is an advantage, but not essential.

9.4.1.5 **Senior SAP PO Consultant (K5)**

- Consultant must at least have or Degree or Diploma in IT;
- Minimum of 6 years' experience in SAP PI;
- Minimum of 2 years' experience in PO;
- SAP PI or PO Certification;
- 5 years or more of SAP PI/PO implementation and post implementation experience;
- At least 3 full cycle project implementations/upgrades
- SAP PI/PO system configuration experience;
- Experience in SAP TRM/PSCD is an advantage
- Experience in SAP BRF/BRFplus is an advantage; and
- Experience in SAP IDoc or related interface tools is an advantage.

9.4.1.6 **Senior PSCD Functional Consultant (K5)**

- Consultant must at least have A Degree or Diploma in IT or Finance;
- A minimum of 8 years SAP FI/CA experience;
- A minimum of 5 years SAP PSCD experience;
- At least 3 full cycle project implementations/upgrade;
- SAP PSCD system configuration experience;
- Experience in SAP integration or related interfaces is an advantage;
- Experience in SAP TRM is an advantage;
- Exposure to SAP UI5/Fiori is an advantage;
- Experience in SAP BRF/BRFplus is an advantage; and

- Experience in SAP FI/CO is an advantage.

9.4.1.7 SAP PSCD Functional Consultant (K4)

- A Degree or Diploma in IT or Finance;
- A minimum of 3 years SAP FI/CO and/or FI/CA experience;
- A minimum of 3 years SAP PSCD experience;
- At least 2 full cycle project implementations;
- SAP PSCD system configuration experience;
- Experience in SAP-related interfaces; and
- Experience in SAP TRM is an advantage, but not essential.

9.4.1.8 SAP Senior Consultant– Financial Accounting and Controlling (FI/CO)

- A Degree or Diploma in IT or Finance;
- A minimum of 10 years SAP FI/CO experience;
- At least 3 full cycle project implementation;
- At least one full implementation of new General Ledger;
- Experience in configuring document splitting in new GL essential;
- SAP FI and CO system configuration experience;
- Experience with SAP PSCD integration an added advantage; and
- Exposure to SAP cash based accounting and /or cash flow reporting an advantage.

9.4.1.9 Senior SAP BRF/BRFPlus (K5)

- A Degree or Diploma in IT;
- Minimum of 8 years' experience in PSCD/FICA ABAP Development;
- Minimum of 3 years' experience in BRF PSCD configuration and development;
- Minimum of 2 years' experience in TRM and BRFPlus;
- At least 1 full cycle project implementation in a PSCD/FICA environment;
- Experience in SAP and non-SAP related interfaces is an advantage; and
- Minimum of 3 years of SAP implementation and post implementation support experience.

9.4.1.10 Senior SAP Basis (HANA) Consultant (K5)

- Consultant must at least have a Degree or Diploma in IT;
- Consultant must be SAP Basis and HANA Certified;
- At least 3 full cycle project implementations, including ECC6 (EHP 7 or higher);
- At least 1 SAP HANA full cycle project implementations or migration;
- A minimum of 8 years SAP Basis experience;

- Excellent understanding of SAP HANA integration;
- A minimum of 3 years' experience with PI/PO is an advantage;
- A minimum of 3 years' experience with PI/PO is an advantage; and
- Experience in new SAP technologies, specifically, SAP Fiori, Multichannel Foundation, UI5 and Data Services, is an advantage.

9.4.2 Skills Transfer Plan

Bidders must demonstrate their approach to ensure skills and knowledge transfer to SARS SAP team.

9.4.3 References

Bidders are required to provide names of 2 current/recent projects to which similar services are/were rendered. In instances where the mandate was terminated by the former client(s), please furnish the reason for termination. Bidders are obliged to include for each reference: the name of the company, the name of the contact person, the company's business address, phone number, the duration of the Bidder's contract with the company and a brief description of services provided.

9.5 RESUME TEMPLATE

Bidders must complete the resume templates as outlined in **Annexure C**. Completion of this template will assist SARS to evaluate the consultants in line with Section 9 and section 9.3 of this RFP.

10. PRESENTATIONS

Bidders must refer to **Annexure A**, which details a criterion that will be used for the evaluation of the consultants.

Bidders must note that the successful consultants will be expected to demonstrate their capability to execute projects within their functional role and be able to work closely with the SARS team responsible for the project.

11. INSTRUCTIONS TO BIDDER(S)

11.1 Registration on Central Supplier Database

Bidders who wish to render services to SARS will no longer register at SARS directly. Bidders will

have to register on National Treasury Central Supplier Database (CSD) as per National Circular No 3 of 2015/6 – Central Supplier Database.

National Treasury will maintain the database for all suppliers for Government and its institutions; and all existing and prospective suppliers are requested to register on the CSD by accessing the National Treasury website at www.CSD.gov.za.

- 11.2** Bids must be properly packaged and deposited in the tender box on or before the closing date and time at the SARS Tender Office situated at:

Linton House - Ground Floor

Brooklyn Bridge

570 Fehrson Street

Brooklyn

Pretoria

- 11.3** Bid documents may also be posted to the Tender Office - SARS Procurement Department, Linton House, Brooklyn Bridge, 570 Fehrson Street, Brooklyn, Pretoria, 0181.

- 11.4** Bid documents will only be considered if received by SARS before the closing date and time, regardless of the method used to send or deliver such documents to SARS.

- 11.5** Late bids will not be accepted and shall be returned to bidder(s).

- 11.6** The Bidder(s) are required to submit two (2) copies of each file (original and duplicate) and one (1) CD-ROM / USB with the content of each file at the closing date and time.

- 11.7** Each file and information in the CD-ROM / USB must be labelled and submitted in the following format:

11.7.1 FILE 1 – DOCUMENTATION REQUIRED

Exhibit 1

- Central Registration Report (Central Database System) from National Treasury
- Pre-qualification documents (SBD Documents)

Exhibit 2

- Bidder's profile
- Academic qualifications

- Professional Certificates/Certified membership
- References

Exhibit 3A

- SAP Solution Lead (K5) and supporting documents

Exhibit 3B

- SAP TRM Functional Consultant (K4) and supporting documents
- SAP TRM Functional Consultant (K5) and supporting documents

Exhibit 3C

- SAP BRPFPlus Consultant (K5) and supporting documents

Exhibit 3D

- SAP PSCD Functional Consultant (K4) and supporting documents
- SAP PSCD Functional Consultant (K5) and supporting documents

Exhibit 3E

- SAP FICO Functional Consultant (K5) and supporting documents

Exhibit 3F

- SAP Basis (HANA) Consultant (K5) and supporting documents

Exhibit 3G

- SAP Solution Architect (K5) and supporting documents

Exhibit 3H

- SAP PO Consultant and supporting documents

11.7.2 **FILE 2 – DOCUMENTATION REQUIRED**

Exhibit 1

- B-BBEE Certificate/ Affidavit

Exhibit 2

- Rate Card for each resource bidding

This RFP does not constitute an offer to do business with SARS, but merely serves as an invitation to potential bidders to facilitate a requirements-based decision process.

12. EVALUATION AND SELECTION CRITERIA

SARS has set minimum standards (Gates) that bidder(s) must meet in order to be evaluated and selected as a successful bidder. The minimum standards consist of the following:

- **Pre-Qualification Criteria (Gate 0)** – bidder(s) must submit all documents, as outlined in paragraph 12.1 below.
- **Technical Evaluation Criteria (Gate 1)** – bidder(s) will be evaluated out of 100 points that is 50 points for desktop and 50 points for presentation. The bidders must achieve a minimum threshold for desktop in order to proceed to presentation. The process for the technical evaluation is outlined in paragraph 12.2 below.
- **Price and B-BBEE Evaluation (Gate 2)** – bidders that have been shortlisted in Gate 1 will be evaluated for price and B-BBEE, as outlined in paragraph 12.3 below.

12.1 PRE-QUALIFICATION CRITERIA – GATE 0

Without limiting the generality of SARS' other critical requirements for this bid, bidder(s) must submit the documents listed in **Table 12A** below. All documents must be completed and signed by the duly authorised representative of the prospective bidder(s). A bidder(s) proposal may be disqualified for non-submission of any of the listed documents.

Table 12A: Documents that must be submitted for Pre-qualification

| Name of the document that must be submitted | Non-submission may result in disqualification |
|---|---|
| Central Supplier Database Registration | Submit the CSD report as confirmation of registration. Independent contractors/Sole Proprietor who do not have company registration may register using their Identification Document Number as company registration. |
| Invitation to bid – SBD 1 | YES Complete and sign the supplied pro forma document. |
| Tax Clearance certificate | YES Submit a valid Tax Clearance Certificate of the bidding entity. |

| Name of the document that must be submitted | Non-submission may result in disqualification |
|--|---|
| | Independent contractors/Sole Proprietor must obtain their individual Tax Clearance certificate. |
| Certified Copies of Identity Document or Passport | YES Submit valid Identity document or passport. |
| Declaration of Interest – SBD 4 | YES Complete and sign the supplied document. |
| Preference Point Claim Form - SBD 6.1 and B-BBEE certificate | NO Non-submission will lead to a zero score on B-BBEE. Sole Proprietors/Independent Contractors may submit an Affidavit to claim the points. |
| SARS' Oath of Secrecy | YES Each recommended consultant to complete and sign the supplied pro forma document in the presence of a Commissioner of Oaths and initial every page. |
| Pricing Schedule | YES Submit full details of the pricing proposal to SARS in Annexure B. This information must be included in File 2. |
| General Conditions of Contract (GCC) | YES Sign the supplied GCC. |
| Mandatory requirement | |
| Name of the document that must be submitted | Non-submission will result in disqualification |
| SAP Partnership Certification | YES Please Submit a valid document |

12.2 TECHNICAL EVALUATION (GATE 1) = 100 POINTS

Only Bidder(s) that have met the Pre-Qualification Criteria in (Gate 0) will be evaluated in Gate 1 for functionality. Functionality will be evaluated as follows:

- DESKTOP/ SHORTLISTING**

Bidders will be evaluated out of 50 points based on the information provided and any supplementary information specific to the functional role they are bidding for.

Bidders must obtain a minimum threshold of 35 points out of 50 to be shortlisted and invited for presentation.

- **PRESENTATION**

The shortlisted bidders will be evaluated out of 50 points on presentation. The evaluation criteria for Presentations will be sent out to the shortlisted bidder(s).

NOTE:

A video conference will be used for shortlisted resources who do not reside in South Africa.

- **COMBINED SCORE**

The bidder must obtain a minimum combined score of 70 points for desktop and presentations to proceed to the next Gate.

The bidder(s)' information will be scored according to the following points system:

Table 12B: Breakdown for Desktop Technical Evaluation points

| Functionality | Maximum Points Allocation | Threshold |
|--|---------------------------|-----------|
| Desktop evaluations based on information submitted | 50 | 35 |
| Presentations | 50 | N/A |
| Combined score | 100 | 70 |

12.3 PRICE AND B-BBEE EVALUATION (GATE 2)

12.3.1 Stage 1 – Price Evaluation (90 points)

Table 12C: Price evaluation formula

| Adjudication Criteria | Points |
|---|--------|
| Price Evaluation $P_s = 90 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$ | 90 |

P_s = Points scored for price of Bid under consideration

P_t = Rand value of Bid under consideration

P_{\min} = Rand value of lowest acceptable Bid

12.3.2 Stage 2 – B-BBEE Evaluation (10 points)

| Adjudication Criteria | Points |
|---|--------|
| A duly completed Preference Point Claim Form: Standard Bidding Document (SBD 6.1), including paragraph 8 thereof relating to the sub-contracting of the services, and a B-BBEE certificate. | 10 |

Bidder(s) who do not claim Preference Points will be scored zero for B-BBEE, but will not be excluded from the tender process. Bidders, who do not fill SBD 6.1 in its entirety, will **not** be awarded points for B-BBEE.

Sub-contracting

Bidders who want to claim preference points will have to comply fully with regulations 11(8) and 11(9) of the Preferential Procurement Regulations, 2011 with regard to sub-contracting.

Regulation 11(8)

A person must not be awarded points for B-BBEE status level if it is indicated in the tender documents that such a tenderer intends sub-contracting more than 25% of the value of the contract to any other enterprise that does not qualify for at least the points that such a tenderer qualifies for, unless the intended sub-contractor is an Exempted Micro Enterprise that has the capability and ability to execute the sub-contract.

Regulation 11(9)

A person awarded a contract may not sub-contract more than 25% of the value of the contract to any other enterprise that does not have an equal or higher B-BBEE status level than the person concerned, unless the contract is sub-contracted to an Exempted Micro Enterprise that has the capability and ability to execute the sub-contract.

The checklist below indicates the B-BBEE documents that must be submitted for this bid. Failure to submit the required documents will result in bidder(s) scoring zero (0) for B-BBEE.

| No. | Classification | Turnover | Submission Requirement |
|-----|-----------------------------------|--|---|
| 1. | Exempted Micro Enterprise (EME) | Below R10 million p.a. | Certified copy of B-BBEE Rating Certificate from a SANAS Accredited rating agency or a Registered Auditor approved by the Independent Regulatory Board for Auditors ("IRBA") or a letter from an Accounting Officer as contemplated in the CCA. |
| 2. | Qualifying Small Enterprise (QSE) | Between R10 million and R50 million p.a. | Certified copy of B-BBEE Rating Certificate from a SANAS Accredited rating agency or a Registered Auditor approved by the IRBA. |
| 3. | Large Enterprise (LE) | Above R50 million p.a. | Certified copy of B-BBEE Rating Certificate from a SANAS Accredited rating agency or a Registered Auditor approved by the IRBA. |

SARS will accept B-BBEE Certificates issued under the revised B-BBEE Codes.

Use and acceptance of Sworn Affidavits

SARS reserves the right to request that bidders submit proof of their black ownership and turnover information, in support of their sworn affidavits.

Joint Ventures (JVs) and Consortiums

Incorporated JVs must submit the B-BBEE status of the entity. Unincorporated JVs must submit a consolidated B-BBEE scorecard as if they were a group structure for every separate bid.

Bidders must submit concrete proof of the existence of joint ventures and/or sub-contracting arrangements. SARS will accept signed agreements as acceptable proof of the existence of a joint venture and/or sub-contracting arrangement.

The joint venture and/or sub-contracting agreements must clearly set out the roles and responsibilities of the lead partner and the joint venture and/or sub-contracting party. The agreement must also clearly identify the lead partner, who shall be given the power of attorney to bind the other party / parties in respect of matters pertaining to the joint venture and/or sub-contracting arrangement.

Stage 3 (90 + 10 = 100 points)

The Price and B-BBEE points will be added together to determine each bidder's overall score out of 100 points.

13. AGREEMENTS

13.1 GENERAL CONDITIONS OF CONTRACT

Any award made to a bidder under this bid is conditional, amongst others, upon –

- 13.1.1 The bidder accepting the terms and conditions contained in the General Conditions of Contract, as the minimum terms and conditions upon which SARS is prepared to enter into a contract with the successful bidder.
- 13.1.2 The bidder submitting the General Conditions of Contract to SARS together with its bid, duly signed by an authorised representative of the bidder.

13.2 SERVICES AGREEMENT

- 13.2.1 Upon award, SARS and the successful bidder will conclude an agreement regulating the specific terms and conditions applicable to the services being procured by SARS, more or less in the format of the draft Services Agreement included in this tender pack.
- 13.2.2 SARS reserves the right to vary the proposed terms and conditions of the draft Services Agreement during the course of negotiations.

13.3 Bidders are requested to-

- 13.3.1 Comment on the terms and conditions set out in the draft Services Agreement and where necessary, propose required changes to such terms and conditions;
- 13.3.2 Each comment and/or amendment must be explained; and
- 13.3.3 All changes and/or amendments to the draft Services Agreement must be in an easily identifiable colour font and tracked for ease of reference.
- 13.3.4 SARS reserves the right to accept or reject any or all amendments or additions proposed by a bidder if such amendments or additions are unacceptable to SARS or pose a risk to the organisation. For this reason, it is not required that the draft Services Agreement be signed on submission of the bidder's proposal.

13.4 Insurance

The successful bidder will be required, on or before the effective date of the Master Services Agreement and for the duration of the Agreement, to have and maintain in force adequate insurance cover consistent with acceptable and prudent business practices and acceptable to SARS, which shall include, without limitation, professional indemnity insurance cover.

13.5 SPECIAL CONDITIONS OF THIS BID

SARS reserves the right:

- 13.5.1 Not to award or cancel this bid at any time and shall not be bound to accept the lowest or any bid;
- 13.5.2 To negotiate with one or more preferred bidder(s) identified in the evaluation process, regarding any terms and conditions, including price and Best and Final Offer (BAFO) throughout the lifecycle of the contract;
- 13.5.3 To accept part of a bid rather than the whole bid;
- 13.5.4 Not to award or cancel this bid at any time and shall not be bound to accept the lowest or any bid;
- 13.5.5 To negotiate with one or more preferred bidder(s) identified in the evaluation process, regarding any terms and conditions, including price and Best and Final Offer (BAFO) throughout the lifecycle of the contract;
- 13.5.6 To accept part of a bid rather than the whole bid;
- 13.5.7 To cancel and/or terminate the bid process at any stage, including after the closing date and/or after presentations have been made, and/or after bids have been evaluated and/or after the preferred bidder(s) have been notified of their status as such;
- 13.5.8 To carry out site inspections, product evaluations or explanatory meetings in order to verify the nature and quality of the services offered by the bidder(s), whether before or after adjudication of the bid; and
- 13.5.9 To correct any mistakes at any stage of the bid that may have been in the bid documents or occurred at any stage of the bid process.

13.6 SARS requires bidder(s) to declare:

In the bidder's Technical response, the bidder(s) are required to declare the following:

- 13.6.1 Confirm that the bidder(s) shall:
- 13.6.2 Act honestly, fairly and with due skill, care and diligence, in the interests of SARS;
- 13.6.3 Have and employ effectively the resources, procedures and appropriate technological systems for the proper performance of the services;
- 13.6.4 Act with circumspection and treat SARS fairly in a situation of conflicting interests;
- 13.6.5 Comply with all applicable statutory or common law requirements applicable to the conduct of business;
- 13.6.6 Make adequate disclosures of relevant material information, including disclosures of actual or potential own interests, in relation to dealings with SARS;
- 13.6.7 Avoid fraudulent and misleading advertising, canvassing and marketing;
- 13.6.8 Conduct their business activities with transparency and consistently uphold the interests and needs of SARS as a client before any other consideration; and
- 13.6.9 Ensure that any information acquired by the bidder(s) from SARS will not be used or disclosed unless the written consent of SARS has been obtained to do so.

13.7 Conflict of Interest, Corruption and Fraud

SARS reserves its right to disqualify any bidder who either itself or any of whose members (save for such members who hold a minority interest in the bidder through shares listed on any recognised stock exchange), indirect members (being any person or entity who indirectly holds at least a fifteen percent (15%) interest in the bidder other than in the context of shares listed on a recognised stock exchange), directors or members of senior management, whether in respect of SARS or any other government organ or entity and whether from the Republic of South Africa or otherwise ("Government Entity"):

- 13.7.1 Engages in any collusive tendering, anti-competitive conduct, or any other similar conduct, including but not limited to any collusion with any other bidder in respect of the subject matter of this bid;
- 13.7.2 Seeks any assistance, other than assistance officially provided by a Government Entity, from any employee, advisor or other representative of a Government Entity in order to obtain any unlawful advantage in relation to procurement or services provided or to be provided to a Government Entity;
- 13.7.3 Makes or offers any gift, gratuity, anything of value or other inducement, whether

lawful or unlawful, to any of SARS' officers, directors, employees, advisors or other representatives;

- 13.7.4 Makes or offers any gift, gratuity, anything of any value or other inducement, to any Government Entity's officers, directors, employees, advisors or other representatives in order to obtain any unlawful advantage in relation to procurement or services provided or to be provided to a Government Entity;
- 13.7.5 Accepts anything of value or an inducement that would or may provide financial gain, advantage or benefit in relation to procurement or services provided or to be provided to a Government Entity;
- 13.7.6 Pays or agrees to pay to any person any fee, commission, percentage, brokerage fee, gift or any other consideration, that is contingent upon or results from, the award of any tender, contract, right or entitlement which is in any way related to procurement or the rendering of any services to a Government Entity;
- 13.7.7 Has in the past engaged in any matter referred to above; or
- 13.7.8 Has been found guilty in a court of law on charges of fraud and/or forgery, regardless of whether or not a prison term was imposed and despite such bidder, member or director's name not specifically appearing on the List of Tender Defaulters kept at National Treasury.

13.8 Bidder's Own Terms and Conditions or Bid Qualifications

This document contains the terms and conditions of this bid and bidders must not qualify the specifications or come up with their own terms and conditions. SARS reserves the right to disqualify a bid which seeks to modify or depart from the specified conditions.

13.9 Misrepresentation during the Lifecycle of the Contract

The bidder should note that the terms of its bid will be incorporated in the proposed contract by reference and that SARS relies upon the bidder's bid as a material representation in making an award to a successful bidder and in concluding a Services Agreement with the bidder.

It follows therefore that misrepresentations in a bid may give rise to service termination and a claim by SARS against the bidder notwithstanding the conclusion of the Services Agreement between SARS and the bidder for the provision of the services in question. In the event of a conflict between the bidder's proposal and the Services Agreement concluded between the parties, the Services Agreement will prevail.



13.10 Preparation Costs

The bidder will bear all its costs in preparing, submitting and presenting any response or tender to this bid and all other costs incurred by it throughout the bid process. Furthermore, no statement in this bid will be construed as placing SARS, its employees or agents under any obligation whatsoever, including in respect of costs, expenses or losses incurred by the bidder in the preparation of their response to this bid.

13.11 Indemnity

If a bidder breaches the conditions of this bid and, as a result of that breach, SARS incurs costs or damages (including, without limitation, the cost of any investigations, procedural impairment, repetition of all or part of the bid process and/or enforcement of intellectual property rights or confidentiality obligations), then the bidder indemnifies and holds SARS harmless from any and all such costs which SARS may incur and for any damages or losses SARS may suffer.

13.12 Precedence

This document will prevail over any information provided during any briefing session whether oral or written, unless such written information provided, expressly amends this document by reference.

13.13 Limitation of Liability

A bidder participates in this bid process entirely at its own risk and cost. SARS shall not be liable to compensate a bidder on any grounds whatsoever for any costs incurred or any damages suffered as a result of the bidder's participation in this bid process.

13.14 Tax Compliance

No tender shall be awarded to a bidder who is not tax compliant. SARS reserves the right to withdraw an award made, or cancel a contract concluded with a successful bidder in the event that it is established that such bidder was in fact not tax compliant at the time of the award, or has submitted a fraudulent Tax Clearance Certificate (TCC) to SARS. SARS further reserves the right to cancel a contract with a successful bidder in the event that such bidder does not remain tax compliant for the full term of the contract. The bidder will be required to submit a TCC upon expiration thereof, annually.

13.15 National Treasury

No tender shall be awarded to a bidder whose name (or any of its members, directors, partners or trustees) appears on the Register of Tender Defaulters kept by National Treasury, or who have been placed on National Treasury's List of Restricted Suppliers. SARS reserves the right to withdraw an award, or cancel a contract concluded with a bidder should it be established, at any time, that a bidder has been blacklisted with National Treasury by another government institution.

13.16 Governing Law

South African law governs this bid and the bid response process. The bidder agrees to submit to the exclusive jurisdiction of the South African High Courts in any dispute of any kind that may arise out of or in connection with the subject matter of this bid, the bid itself and all processes associated with the bid.

13.17 Responsibility for Sub-contractors and Bidder's Personnel

A bidder is responsible for ensuring that its personnel (including agents, officers, directors, employees, advisors and other representatives), its sub-contractors (if any) and personnel of its sub-contractors comply with all terms and conditions of this bid and in particular the provisions of paragraph 11.3.2 above. In the event that SARS allows a bidder to make use of sub-contractors, such sub-contractors will at all times remain the responsibility of the bidder and SARS will not under any circumstances be liable for any losses or damages incurred by or caused by such sub-contractors.

13.18 Confidentiality

Except as may be required by operation of law, by a court or by a regulatory authority having appropriate jurisdiction, no information contained in or relating to this bid or a bidder's bid proposal(s) will be disclosed by any bidder or other person not officially involved with SARS' examination and evaluation of a bid.

No part of the bid may be distributed, reproduced, stored or transmitted, in any form or by any means, electronic, photocopying, recording or otherwise, in whole or in part except for the purpose of preparing a bid. This bid and any other documents supplied by SARS remain proprietary to SARS and must be promptly returned to SARS upon request together with all copies, electronic versions, excerpts or summaries thereof or work derived there from.

Throughout this bid process and thereafter, bidders must secure SARS' written approval prior to the release of any information that pertains to (i) the potential work or activities to which this bid relates; or (ii) the process which follows this bid. Failure to adhere to this requirement may result in disqualification from the bid process and civil action.

No confidential information relating to the process of evaluating or adjudicating bids or appointing a bidder will be disclosed to a bidder or any other person not officially involved with such process.

13.19 Intellectual Property Rights

Subject to pre-existing intellectual property rights of the bidder and/or any third party, all intellectual property right to literary works created in the course of executing the services contemplated in this RFP shall vest exclusively in SARS. By bidding, bidders irrevocably agree to transfer, make over and assign to SARS such relevant intellectual property rights.

13.20 SARS Proprietary Information

On their bid covering letter, bidder(s) will make a declaration that they did not have access to any SARS proprietary information or any other matter that may have unfairly placed that bidder in a preferential position in relation to any of the other bidders.

13.21 Screening and Vetting of Service Provider

Acceptance of this tender is subject to the condition that both the contracting firm and its personnel providing the service must be screened and cleared by the appropriate authorities to the grade of clearance in line to classified information, intelligence in the possession of SARS and areas designated as National Key points that they may have. Obtaining a positive recommendation is the responsibility of the contracting firm concerned. If the principal contractor appoints a subcontractor, the same provisions and measures will apply to the subcontractor.

14. TECHNICAL EVALUATION CRITERIA

14.1 ANNEXURE A1 - TECHNICAL EVALUATION SCORECARD

| No. | Technical Evaluation Criterion | Weight (100) | RFP Doc. Reference |
|--------|--|--------------|--------------------|
| 14.1 | Capability | | |
| | Complete Annexure C (Resume Template) and provide certificates of each consultant that will be recommended to SARS for the period as indicated in table 6A. The resume must include but not limited to experience in: | | |
| 14.1.1 | Senior SAP Solution Lead (K5) <ul style="list-style-type: none"> • Consultant must at least have a Degree or Diploma in IT or Finance; • A minimum of 8 years SAP Project Lead experience; • A minimum of 3 years SAP TRM and 5 years PSCD experience; • Full cycle project implementations/upgrade as lead in a Tax Authority environment or similar large organisations; • Proven ability of coordinating large groups of technical and functional specialist stakeholders during discussions and design sessions; • Proven track record of professional documentation and presentation experience to executive committees; • Strong financial accounting and reporting acumen is an advantage; • Implementation experience in SAP integration or related interfaces is an advantage; and • Implementation experience in SAP UI5/Fiori, SAP Solution Manager, and S4/HANA is an advantage. | | |
| 14.1.2 | Solutions Architecture (K5) <ul style="list-style-type: none"> • Consultant must at least have a Degree or Diploma in IT or Finance; • A minimum of 8 years SAP Solution Architecture experience; • At least 1 full cycle TRM project implementations | | |

| No. | Technical Evaluation Criterion | Weight (100) | RFP Doc. Reference |
|--------|--|--------------|--------------------|
| | in a lead role for ECC; <ul style="list-style-type: none"> • Demonstrated experience in SAP integration technologies; • Tax and accounting business process design experience is an advantage; and • At least 1 full cycle project migration in a lead role for HANA is an advantage. | | |
| 14.1.3 | Senior TRM Functional Consultant (K5) <ul style="list-style-type: none"> • Consultant must at least have A Degree or Diploma in IT or Finance; • A minimum of 8 years SAP FI/CA experience; • A minimum of 5 years SAP TRM experience; • At least 3 full cycle project implementations/upgrade; • SAP TRM system configuration experience; • Form Bundle design and implementation experience; • Experience in SAP integration or related interfaces is an advantage; • Experience in SAP PSCD is an advantage; • Exposure to SAP UI5/Fiori is an advantage; • Experience in SAP BRF/BRFplus is an advantage; and • Experience in SAP FI/CO is an advantage. | | |
| 14.1.4 | SAP TRM Functional Consultant (K4) <ul style="list-style-type: none"> • A Degree or Diploma in IT or Finance; • A minimum of 3 years SAP TRM experience; • A minimum of 3 years SAP PCSD/FICA experience; • At least 2 full cycle project implementations; • SAP TRM system configuration experience; • Experience in SAP-related interfaces; and • Experience in SAP FICA is an advantage, but not essential. | | |

| No. | Technical Evaluation Criterion | Weight (100) | RFP Doc. Reference |
|--------|---|--------------|--------------------|
| 14.1.5 | Senior SAP PO Consultant (K5) <ul style="list-style-type: none"> • Consultant must at least have or Degree or Diploma in IT; • Minimum of 6 years' experience in SAP PI; • Minimum of 2 years' experience in PO; • SAP PI or PO Certification; • 5 years or more of SAP PI/PO implementation and post implementation experience; • At least 3 full cycle project implementations/upgrades • SAP PI/PO system configuration experience; • Experience in SAP TRM/PSCD is an advantage; • Experience in SAP BRF/BRFplus is an advantage; and • Experience in SAP IDoc or related interface tools is an advantage. | | |
| 14.1.6 | Senior PSCD Functional Consultant (K5) <ul style="list-style-type: none"> • Consultant must at least have A Degree or Diploma in IT or Finance; • A minimum of 8 years SAP FI/CA experience; • A minimum of 5 years SAP PSCD experience; • At least 3 full cycle project implementations/upgrade; • SAP PSCD system configuration experience; • Experience in SAP integration or related interfaces is an advantage; • Experience in SAP TRM is an advantage; • Exposure to SAP UI5/Fiori is an advantage; • Experience in SAP BRF/BRFplus is an advantage; and • Experience in SAP FI/CO is an advantage. | | |

| No. | Technical Evaluation Criterion | Weight (100) | RFP Doc. Reference |
|--------|--|--------------|--------------------|
| 14.1.7 | SAP PSCD Functional Consultant (K4) <ul style="list-style-type: none"> • A Degree or Diploma in IT or Finance; • A minimum of 3 years SAP FI/CO and/or FI/CA experience; • A minimum of 3 years SAP PSCD experience; • At least 2 full cycle project implementations; • SAP PSCD system configuration experience; • Experience in SAP-related interfaces; and • Experience in SAP TRM is an advantage, but not essential. | | |
| 14.1.8 | SAP Senior Consultant– Financial Accounting and Controlling (FI/CO) (K5) <ul style="list-style-type: none"> • A Degree or Diploma in IT or Finance; • A minimum of 10 years SAP FI/CO experience; • At least 3 full cycle project implementation; • At least one full implementation of new General Ledger; • Experience in configuring document splitting in new GL essential; • SAP FI and CO system configuration experience; • Experience with SAP PSCD integration an added advantage; and • Exposure to SAP cash based accounting and /or cash flow reporting an advantage. | | |
| 14.1.9 | Senior SAP BRF/BRFPlus (K5) <ul style="list-style-type: none"> • A Degree or Diploma in IT; • Minimum of 8 years' experience in PSCD/FICA ABAP Development; • Minimum of 3 years' experience in BRF PSCD configuration and development; • Minimum of 2 years' experience in TRM and BRFPlus; • At least 1 full cycle project implementation in a PSCD/FICA environment; • Experience in SAP and non-SAP related interfaces is | | |

| No. | Technical Evaluation Criterion | Weight (100) | RFP Doc. Reference |
|---------|--|--------------|--------------------|
| | an advantage; and <ul style="list-style-type: none"> Minimum of 3 years of SAP implementation and post implementation support experience | | |
| 14.1.10 | Senior SAP Basis (HANA) Consultant (K5) <ul style="list-style-type: none"> Consultant must at least have a Degree or Diploma in IT; Consultant must be SAP Basis and HANA Certified; At least 3 full cycle project implementations, including ECC6 (EHP 7 or higher); At least 1 SAP HANA full cycle project implementations or migration; A minimum of 8 years SAP Basis experience; Excellent understanding of SAP HANA integration; A minimum of 3 years' experience with PI/PO is an advantage; A minimum of 3 years' experience with PI/PO is an advantage; and Experience in new SAP technologies, specifically, SAP Fiori, Multichannel Foundation, UI5 and Data Services, is an advantage. | | |

15. **ANNEXURE B – PRICING TEMPLATE**

16. **ANNEXURE C – RESUME TEMPLATE**