

# **REQUEST FOR PROPOSAL**

## **DESCRIPTION:**

**REVIEW GRAP ACCOUNTING POLICIES & PROCEDURES AND PROVIDE  
SAP IMPLEMENTATION ASSISTANCE FOR REPORTING**

**DATE ISSUED: 25 August 2017**

**CLOSING DATE: 18 September 2017 at 11H00**

## **TENDER BOX:**

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



## TABLE OF CONTENTS

1.	INTRODUCTION	3
2.	OVERVIEW OF SARS	3
3.	PURPOSE OF THIS REQUEST FOR PROPOSAL (RFP)	4
4.	LEGISLATIVE METHODOLOGY OF THE RFP	4
5.	BRIEFING SESSION	5
6.	TIMELINE OF THE RFP PROCESS	5
7.	BACKGROUND	5
8.	SERVICE PROVIDERS RESPONSES/ RFP SUBMISSIONS	6
9.	CENTRAL SUPPLIER DATABASE (CSD) REGISTRATION	8
10.	INSTRUCTIONS TO SERVICE PROVIDER(S)	9
11.	EVALUATION AND SELECTION CRITERIA	9
12.	SPECIAL CONDITIONS OF THIS RFP	14
13.	TECHNICAL EVALUATION CRITERIA	16

## **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**

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

## **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 information from Service Provider(s) for the review of GRAP (Generally Recognised Accounting Policies) accounting policies & procedures and SAP implementation support services.

This RFP will follow a two-stage bidding process:

- The first stage shall entail the issuing of a Request for Proposal (RFP) to solicit information that may be used in stage 2 to formulate a detailed scope of services.
- The second stage shall entail re-issuing of a revised RFP with detailed technical specifications to only shortlisted Service Providers who have met the technical threshold as outlines in paragraph 11.2.

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

### **4. LEGISLATIVE METHODOLOGY OF THE RFP**

#### **4.1. 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): Procurement Policy Regulations, 2017 and the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003) as amended.

#### **4.2. TECHNICAL LEGISLATIONS AND/OR STANDARDS**

The Service Provider(s) should be cognisant of all relevant legislation and/or standards applicable to the provision of the services.

## 5. BRIEFING SESSION

There will be no briefing session for this RFP all queries can be send to SARS' nominated official in writing, Ms Vuyokazi Ntshinga (Procurement Tender Office) via email at [tenderoffice@sars.gov.za](mailto:tenderoffice@sars.gov.za) and cc [rft-professionalservices@sars.gov.za](mailto:rft-professionalservices@sars.gov.za) from 28 August - 11 September 2017.

## 6. TIMELINE OF THE RFP PROCESS

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

**Table 1**

Activity	Date Due
Advertisement of RFP in the Government Tender Bulletin	25 August 2017
Advertisement of RFP in the eTender website	25 August 2017
Distribution of RFP documents on SARS website	25 August 2017
Questions relating to the RFP from Service Provider(s)	28 August - 11 September 2017
RFP Closing Date	18 September 2017 at 11H00
Notice to Service Providers	October 2017

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

## 7. BACKGROUND

SARS is required to ensure that its accounting policies comply with GRAP standards. SARS is progressively applying the transition from the Modified Cash Basis of Accounting (relating to taxes, duties, etc. collected and administered by SARS) to GRAP in respect of the recognition and measurement per the transitional provisions of Directive 6 issued by the Accounting Standards Board (ASB).

The conversion from the modified cash basis to the accrual basis of accounting is not restricted to mere policy updates but requires extensive changes to SARS' underlying systems and business processes. This involves the implementation of a new accounting system, supporting processes, as well as significant taxpayer and

transactional data clean-up.

The implementation of GRAP is a critical enabler to improving compliance and generating revenue. GRAP provides the financial framework to direct operational decision making, revenue focus and performance; in addition to creating a solid platform against which taxes may be quantified and initiatives designed to manage SARS' mandate effectively.

SARS has internally drafted GRAP accounting policies that have to be reviewed by a knowledgeable external specialist/accounting firm. Note that this does not only refer to the accounting policy included in the Annual Financial Statements, but refers to detailed accounting policies that form the basis of system design and standard operating procedures. These policies will detail the recognition and measurement of every transaction and all applicable GRAP required criteria.

The implementation of GRAP requires a move from legacy accounting systems to a new SAP platform. Assistance will be required in the run-up, data migration, implementation and post implementation of the new SAP solution to ensure that all reporting requirements are met uninterrupted and the reporting areas are assisted with the initial financial reporting requirements (i.e. monthly statutory cash based reports, quarterly reports and GRAP compliant interim and annual accrual and cash based financial reports).

The planned phases of the GRAP migration programme are as follows:

- Phase 1 Mineral and Petroleum Resource Royalties;
- Phase 2 Customs & Excise (Re-platform from an existing SAP platform to a new SAP platform);
- Phase 3 Transfer Duty and Withholding Tax on Interest (Re-platform from an existing SAP platform to a new SAP platform);
- Phase 4 Value Added Tax;
- Phase 5 Pay As You Earn; and
- Phase 6 Income Tax and other non-core taxes.

## **8. SERVICE PROVIDERS RESPONSES/ RFP SUBMISSIONS**

Service Providers are required to submit their response to the information in this section. The information may be used by SARS to formulate the request for proposal and priced bids.

Service Providers are hereby advised that SARS is not committed to any course of action as a result of its issuance of this RFP and/or its receipt of submissions in response to it. In particular, please note that SARS reserves the right and at its sole and full discretion to:

- Utilise any information provided to it in response to this RFP to draft the scope of requirements for inclusion in a subsequent RFP.
- Take no further action whatsoever, if it so decides.

## **8.1 COMPANY PROFILE**

Provide the following:

- Experience in supporting organisations with the implementation relating to reporting on GRAP requirements and application utilising new SAP;
- Project experience in implementation of a new SAP system accounting platforms including data migration and pre and post implementation support from an accounting and reporting perspective;
- Experience in providing expert advice, drafting and assistance in implementing GRAP accounting policies and related procedures; and
- Full contact details and level of expertise of the key contact person / Accounts Manager and support staff for implementation support and GRAP accounting policies and procedures.

## **8.2 RESOURCES**

Provide a summary of all relevant resources that may be recommended to a project of this nature. The information provided for each resource must include but not be limited to:

- The role and responsibilities in the project;
- Qualifications;
- Years of experience; and
- Professional registration where applicable.

## **8.3 METHODOLOGY / APPROACH**

Provide a detailed schedule of deliverables (including timelines) and detailed project methodology addressing the difference phases of the GRAP migration project in relation to the new SAP implementation assistance and the review of Generally Recognised Accounting Policies (GRAP) accounting policies, procedures and reporting.

The project plan should indicate the practical steps, general duration of the project, the types of tools to be utilised and a project organogram that sets out the roles and responsibilities of each proposed resource that the appointed service provider will assign to SARS.

The project plan should also include the contingency plan to retain resources/ transfer skills during the duration of the project.

**Note:** The Service Provider may also advice on other phases/assistance required relating to the indicated areas of assistance.

#### 8.4 REFERENCES

Provide two (2) contactable reference letters from current/recent clients of which similar services are/were rendered. In instances where the mandate was terminated by the former client, please furnish the reason for termination.

The reference letter must be on a company letter head and include the following:

- Brief description of services rendered;
- Duration of contract;
- Quality of service; and
- Performance.

#### 8.5 PRICING

Service providers to provide a detailed costing for such a project.

**Note:** Prices submitted with the request for proposal are for information only and no vendor will be held to any price submitted.

### 9. CENTRAL SUPPLIER DATABASE (CSD) REGISTRATION

Foreign Suppliers who have no presence in South Africa currently are not required to register on CSD however should such entities be successful in winning the award, they will be expected to register on the Central Supplier Database. All other local suppliers or foreign suppliers that have local presence at the time of tendering are expected to abide by the following provisions. CSD can be accessed via the following link:

<https://secure.csd.gov.za/>

Service providers and suppliers who wish to render services to SARS will no longer register at SARS directly. Suppliers will have to register on National Treasury Central Supplier Database (CSD) as per National Circular No 3 of 2015/16 – 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](http://www.CSD.gov.za).



## 10. INSTRUCTIONS TO SERVICE PROVIDER(S)

- RFP submission 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 Fehrsen Street  
Brooklyn  
Pretoria
- RFP documents may also be posted to the Tender Office - SARS Procurement Department, Linton House, Brooklyn Bridge, 570 Fehrsen Street, Brooklyn, Pretoria, 0181.
- RFP 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.
- Late RFP s will not be accepted and shall be returned to Service Provider(s).
- The Service Provider(s) are required to submit one (1) copies of each file (original and duplicate) and one (1) CD-ROM with the contents of each file by the closing date and time.
- Each file and CD-ROM must be marked correctly and sealed separately for ease of reference during the evaluation process.
- The files and information in the CD-ROM must be labelled and submitted in the following format.

**Table 2**

FILE 1 (ONLY TECHNICAL INFORMATION)	
<ul style="list-style-type: none"> <li>Exhibit 1</li> <li>Pre-qualification documents (SBD documents and others)</li> <li>B-BBEE Certificate</li> </ul>	<ul style="list-style-type: none"> <li>Exhibit 2</li> <li>Bidder Compliance Checklist for the Technical Evaluation (Annexure A2)</li> <li>Response to Technical Requirements</li> <li>Supporting documents for the technical responses</li> </ul>

## 11. EVALUATION AND SELECTION CRITERIA

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

- Pre-Qualification Criteria (Gate 0)** – Service Providers must submit all documents, as outlined in paragraph 11.1 below.
- Technical Evaluation Criteria (Gate 1)** – Service Providers will be evaluated out of 100 points during Technical Evaluations. The Service Provider must achieve a minimum threshold in order to be short listed and invited for stage two (2). The process for shortlisting Service Providers in Stage 1 is outlined in

paragraph 11.2 below.

### 11.1. Pre-Qualification Criteria – Gate 0

Without limiting the generality of SARS' other critical requirements for this RFP, Service Provider(s) must submit the documents listed in Table 1 below. All documents must be completed and signed by the duly authorised representative of the prospective Service Providers.

**Table 3: Documents that must be submitted for Pre-qualification**

Name of the document that must be submitted	Non-submission may result in disqualification
Invitation to bid – SBD 1	<b>YES</b> – Complete and sign the supplied pro forma document.
Tax Compliance status pin	<b>YES</b> – Submit Tax Compliance status pin
Central Registration Report (Central Database System) from National Treasury	<b>YES</b> – South African Service Providers must register on Central Database System and submit the Report as confirmation of registration.
Declaration of Interest – SBD 4	<b>YES</b> – Complete and sign the supplied pro forma document.
Preference Point Claim Form - SBD 6.1 and B-BBEE certificate	<b>NO</b> – Non-submission will lead to a zero score on B-BBEE.
Declaration of bidder's Past Supply Chain Management Practices – SBD 8	<b>YES</b> – Complete and sign the supplied pro forma document.
Certificate of Independent bid Determination – SBD 9	<b>YES</b> – Complete and sign the supplied pro forma document.
General Conditions of Contract (GCC)	<b>YES</b> – Sign the supplied GCC.
Service Providers Compliance Checklist Form for Technical Evaluation (Annexure A2)	<b>NO</b> – Complete to assist with ease of reference during evaluation.
<b>Mandatory requirement</b>	
<p><b>B-BBEE Status Level</b></p> <ul style="list-style-type: none"> <li>Bidders are required to submit a valid B-BBEE certificate or sworn affidavits with minimum <b>B-BBEE status level 3</b> as per paragraph 11.3.2.</li> <li>Foreign bidders and/or South African bidders who do not comply to the B-BBEE status requirement stated above (paragraph 1) will be required to <b>subcontract 30% of the total contract value</b> to a locally based entity who is an <b>EME or QSE which is at least 51% owned by black people</b>.</li> </ul> <p><i>Bidders are required to complete and sign <b>Annexure B: MANDATORY REQUIREMENT FORM</b></i></p>	

## 11.2. Technical Evaluation (Gate 1) = 100 Points

Only Service Providers that have met the Pre-Qualification Criteria and Mandatory Requirements will be evaluated in Gate 1. Service Providers are required to achieve a minimum threshold of 75 out of 100 points in order to be shortlisted and invited for stage two (2).

## 11.3. B-BBEE AND PRICING = 0 POINTS

### 11.3.1. Price

According to National Treasury instruction No.3 of 2016/2017 paragraph 4 section 4.7 of cost containment measures: Accounting officers and accounting authorities must adopt a fair and reasonable remuneration framework for consultants, taking into account – **(Annexure C)**

- (a) The 'Guide on Fees for Audits done on behalf of the Auditor-General of South Africa (AGSA)' as issued by the South African Institute of Chartered Accountants (SAICA);
- (b) The "Guide on Hourly Fee Rates for Consultants", as issued by the Department of Public Service and Administration (DPSA).;And/or
- (c) Remuneration guidelines issued by professional service organisations or regulatory bodies, as may be relevant.

### 11.3.2. B-BBEE

**Table 4**

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.

Failure on the part of a bidder to submit a B-BBEE Verification Certificate from a Verification Agency accredited

by the South African Accreditation System (SANAS), or a Registered Auditor approved by the Independent Regulatory Board of Auditors (IRBA) or a sworn affidavit confirming annual turnover and level of black ownership in case of an EME and QSE together with the bid, will be interpreted to mean that preference points for B-BBEE status level of contribution are not claimed.

#### **11.4. Use and acceptance of Affidavits**

SARS reserves the right to request that bidders submit their Black ownership and turnover information in support of their Affidavits.

#### **11.5. Joint Ventures and Consortiums**

A trust, consortium or joint venture, will qualify for points for their B-BBEE status level as a legal entity, provided that the entity submits their B-BBEE status level certificate.

A trust, consortium or joint venture will qualify for points for their B-BBEE status level as an unincorporated entity, provided that the entity submits their consolidated B-BBEE scorecard as if they were a group structure and that such a consolidated B-BBEE scorecard is prepared for every separate bid.

#### **11.6. Tertiary Institutions and Public Entities**

Tertiary Institutions and Public Entities will be required to submit their B-BBEE status level certificates in terms of the specialized scorecard contained in the B-BBEE Codes of Good Practice.

#### **11.7. Pre-qualification criteria**

In line with the Governments objectives for the advancement of SMMEs and certain designated groups, a Pre-Qualification Criteria is being introduced for preferential procurement.

The Pre-qualification criteria may stipulate that only one or more of the following tenderers may respond to this bid:

- a. A tenderer having a stipulated minimum B-BBEE status level of contributor
- b. An EME or QSE
- c. A tenderer subcontracting a minimum of 30% to:
  - i. An EME or QSE which is at least 51% owned by black people;
  - ii. An EME or QSE which is at least 51% owned by black people who are youth;
  - iii. An EME or QSE which is at least 51% owned by black people who are women;

- iv. An EME or QSE which is at least 51% owned by black people with disabilities;
- v. An EME or QSE which is at least 51% owned by black people;
- vi. An EME or QSE which is at least 51% owned by black people living in rural or underdeveloped areas or townships;
- vii. A cooperative which is at least 51% owned by black people;
- viii. An EME or QSE which is at least 51% owned by black people who are military veterans.

A tender that fails to meet any qualifying criteria stipulated in the tender documents is NOT an acceptable tender.

#### **11.8. Sub-contracting**

Compulsory sub-contracting of a minimum of 30% of contracts or projects above R30 million to EMEs or QSEs. Bidders who submit bids for contracts or projects above R30 million will have to comply fully with regulations 9 and 12 of the PPPFA Act with regard to sub-contracting.

#### **Regulation 9 – Subcontracting as condition of tender**

- a. If feasible to subcontract for a contract above R30 million, an organ of state must apply subcontracting to advance designated groups.
- b. If an organ of state applies subcontracting as contemplated in sub-regulation (1), the organ of state must advertise the with a specific tendering condition that the successful tenderer must sub a minimum of 30% of the value of the contract to :
  - i. An EME or QSE
  - ii. An EME or QSE which is at least 51% owned by black people
  - iii. An EME or QSE which is at least 51% owned by black people who are youth
  - iv. An EME or QSE which is at least 51% owned by black people who are women
  - v. An EME or QSE which is at least 51% owned by black people with disabilities
  - vi. An EME or QSE which is at least 51% owned by black people living in rural or underdeveloped areas or townships
  - vii. A cooperative which is at least 51% owned by black people
  - viii. An EME or QSE which is at least 51% owned by black people who are military veterans
  - ix. More than one of the categories referred to in paragraphs (a) to (h)
- c. The organ of state must make available the list of all suppliers registered on a database approved by the National Treasury to provide the required goods and services in respect of the applicable designated

groups mentioned in sub-regulation (2) from which the tenderer must select a supplier.

The discretionary 25% or more subcontracting it is still applicable (Regulation 12). Nothing prevents organs of state from enforcing subcontracting to contracts or projects below R30 million.

### **Regulation 12 – Subcontracting after award of tender**

A person awarded a contract may only enter into a subcontracting arrangement with the approval of the organ of state.

A person awarded a contract in relation to a designated sector, may not subcontract in such a manner that the local production and content of the overall value of the contract is reduced to below the stipulated minimum threshold.

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.

### **Proof of Existence: Joint Ventures and/or Sub-Contracting**

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.

## **12. SPECIAL CONDITIONS OF THIS RFP**

### **12.1. Preparation Costs**

The Service Provider will bear all its costs in preparing, submitting and presenting any response to this RFP and all other costs incurred by it throughout the RFP process. Furthermore, no statement in this RFP 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 Service Provider in the preparation of their response to this RFP.

## **12.2. Limitation of Liability**

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

## **12.3. 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 RFP or a Service Provider's response will be disclosed by any Service Provider or other person not officially involved with SARS' examination and evaluation of a RFP .

## **12.4. No binding Agreement**

It must be clearly understood that no business will be awarded to any vendor out of this request for Proposal. South African Revenue Services (SARS) further reserves the right to contact individual Service Providers to obtain further information should this be deemed necessary.

## **12.5. Disclaimers**

Respondents are hereby advised that SARS is not committed to any course of action as a result of its issuance of this RFP and/or its receipt of submissions in response to it. In particular, please note that SARS reserves the right and at its sole and full discretion to:

- 24.6.1. Utilise any information provided to it in response to this RFP to draft the scope of requirements for inclusion in a subsequent RFP;
- 24.6.2. take no further action whatsoever, if it so decides;
- 24.6.3. withdraw from this process and the provisions of this project at any time;
- 24.6.4. select the RFP and RFP participants based on SARS criteria;
- 24.6.5. not invite RFP respondents for further participation in the RFP process;
- 24.6.6. not bind itself to accept any or all of the RFP s;

### 13. TECHNICAL EVALUATION CRITERIA

#### ANNEXURE A1 - TECHNICAL EVALUATION SCORECARD

No.	Technical Evaluation Criterion	Weight (100)	RFP Reference	Doc.
<b>13.1</b>	<b>Company Profile</b>	<b>10</b>		
	<p>Provide the following:</p> <ul style="list-style-type: none"> <li>• Experience in supporting organisations with the implementation relating to reporting on GRAP requirements and application utilising new SAP;</li> <li>• Project experience in implementation of a new SAP system accounting platforms including data migration and pre and post implementation support from an accounting and reporting perspective;</li> <li>• Experience in providing expert advice, drafting and assistance in implementing GRAP accounting policies and related procedures; and</li> <li>• Full contact details and level of expertise of the key contact person / Accounts Manager and support staff for implementation support and GRAP accounting policies and procedures.</li> </ul>			
<b>13.2</b>	<b>RESOURCES</b>	<b>40</b>		
	<p>A summary of all relevant resources that may be recommended to a project of this nature. The information provided for each resources must include but not be limited to:</p> <ul style="list-style-type: none"> <li>• The role and responsibilities in the project;</li> <li>• Qualifications;</li> <li>• Years of experience; and</li> <li>• Professional registration where applicable.</li> </ul>			
<b>13.4</b>	<b>Methodology/ Approach</b>	<b>40</b>		
	<p>Provide a detailed schedule of deliverables (including timelines) and detailed project methodology addressing the difference phases of the GRAP migration project in relation to the new SAP implementation assistance and the review of Generally Recognised Accounting Policies (GRAP) accounting policies, procedures and reporting.</p> <p>The project plan should indicate the practical steps, general duration of the project, the types of tools to be utilised and a project organogram that sets out the roles and responsibilities of each proposed resource that the appointed service provider will assign to SARS.</p> <p>The project plan should also include the contingency plan to retain resources/</p>			



No.	Technical Evaluation Criterion	Weight (100)	RFP Doc. Reference
	<p>transfer skills during the duration of the project.</p> <p><b>Note:</b> <i>The Service Provider may also advice on other phases/assistance required relating to the indicated areas of assistance.</i></p>		
<b>14.1.4</b>	<b>References</b>	<b>10</b>	
14.1.3.1	<p>Provide two (2) contactable reference letters from current/recent clients of which similar services are/were rendered. In instances where the mandate was terminated by the former client, please furnish the reason for termination.</p> <p>The reference letter must be on a company letter head and include the following:</p> <ul style="list-style-type: none"> <li>• Brief description of services rendered;</li> <li>• Duration of contract;</li> <li>• Quality of service; and</li> <li>• Performance</li> </ul>		