

DATE: 20 JANUARY 2026

HEADING: Q&A FOR ERP SYSTEM AND ADDITIONAL INFORMATION

1. PURPOSE OF SUBMISSION

- SIOC-CDT advertised an RFI for an ERP System in December 2025. A non-compulsory briefing session was scheduled and commenced on the 13th of January 2026. The initial closing date for the project was the 4th of February 2026, and it has been revised to close on the 18th OF FEBRUARY 2026 at 12H00.
- The Addendum containing the Human Resource (HR) requirements.

2. QUESTIONS AND ANSWERS

2.1 **Kindly inform me about the specific licence requirements and the quantity needed.**

Answer:

As per responses to questions 2.6-2.11

2.2 **Is it worth our while to submit on the basis that we can integrate with your chosen financial system – possibly your current one?**

Answer:

The organization is currently reviewing options to migrate to a new financial system. Vendors are therefore encouraged to submit proposals aligned to a potential future-state ERP environment rather than integration with the current financial system.

2.3 **What financial system are you currently using?**

Answer: Sage Evolution 200

2.4 **What is your current HR & PAYROLL system?**

Answer: SMARTHR and Sage Payroll

2.5 **How many payroll cycles does the entity have?**

Answer: Should be able to cater for multiple cycles

- 2.6 **Total number of employees**
Answer: 75
- 2.7 **How many Entities are under the organisation?**
Answer: As per attached organogram – Nine Entities
- 2.8 **Estimated number of Fixed Assets to manage**
Answer: 1500
- 2.9 **Total number of users for ERP**
Answer: 25
- 2.10 **How many system users do you have?**
Answer:25
- 2.11 **How many users will require training?**
Answer:45
- 2.12 **Fixed Assets - Barcode / RFID support: Do you need a field to populate this on the asset OR do you require the information to be scanned into that field?**
Answer: We require the field to be populated, ideally scanning it into the field with limited manual intervention would be the preferred option, however please provide solutions you would propose
- 2.13 **Budgeting & Forecasting: Does forecasting need to involve rolling updates, scenario modelling, driver-based calculations, or multi-period forecasting cycles?**
Answer: Vendors are requested to outline the budgeting and forecasting capabilities available as part of their proposed solution. This should include, at a minimum, the following options:
- Rolling Forecasts** – Ability to perform continuous, rolling forecast updates (e.g. 12–18 month horizons) without reliance on fixed annual cycles.
 - Scenario Modelling** – Support for multiple forecast scenarios (e.g. base, best-case, worst-case) with comparison and variance analysis.
 - Driver-Based Forecasting** – Capability to model forecasts using key business drivers (e.g. headcount, project activity, funding assumptions, cost drivers).
 - Multi-Period Forecasting Cycles** – Support for annual budgets, quarterly re-forecasts, and long-range planning across multiple financial periods.
 - Version Control and Audit Trails** – Clear versioning, approval workflows, and auditability of budget and forecast changes.
 - Integration with Actuals** – Automated linkage between forecast data and actual financial results for variance analysis and management reporting.

Vendors should clearly indicate which capabilities are native to the core solution, which require configuration, and which depend on third-party tools or add-on modules.

2.14 Will you require migration and should potential bidders account for migration costs?

Answer:

Both full historical data migration and a cut-over approach using opening balances are acceptable, subject to business, audit, and reporting requirements. Please ignore migration costs for purposes of this RFI, however please provide your approach and strategy for data migration

2.15 For any sage systems currently in use please could you provide us with the relevant site codes for those systems

Answer:

No site codes will be provided

2.16 Considering the current use of Sage Evolution, would the Employer be open to a cost-optimised approach that retains and enhances Sage Evolution for core accounting, complemented by a tightly integrated E-Procurement and Project Management solution to meet the remaining functional requirements? Or is a full accounting system replacement required?

Answer:

Please provide your proposed considerations based on the requirement that the solution must be cloud based.

2.17 Strategy & Objectives

2.17.1 What are the top 3 pain points in the current environment that the ERP must solve in the first year?

Answer:

Limited process automation across the Procure-to-Pay cycle

The current environment relies heavily on manual processes across the end-to-end Supply Chain Management and Fixed Assets lifecycle, resulting in inefficiencies, delays, and increased control risk.

Inadequate quality, timeliness, and accessibility of management information

Management reporting is constrained by limited real-time capability, insufficient drill-down functionality, and the absence of system-based consolidation across all entities. As a Public Benefit Organization, robust and reliable impact reporting is a key requirement; however, current reporting limitations reduce the organization's ability to provide timely, accurate, and transparent performance and impact information to management, the Board, and external stakeholders.

Manual and fragmented workflows and approval processes

Policy and DOA's enforcements with corresponding workflows and approvals are largely manual and not consistently enforced within the system, reducing efficiency, visibility, and auditability.

2.17.2 Is this RFI expected to lead directly into an RFP, or is it purely exploratory?

Answer:

We are aiming to identify shortlisted candidates, identify suitable solutions. Shortlisted vendors may be invited to participate in product demonstrations as part of the evaluation process. Demonstrations will focus on key functional areas, reporting capabilities, control features, and overall solution fit.

2.17.3 What is the target "go-live" window the organisation is working toward?

Answer:

Q4 2026/Q1 2027

2.17.4 Is there an approved budget range for this initiative?

Answer:

Yes

2.18 Scope & Functional Depth

2.18.1 Which modules are mandatory for Phase 1 (Finance, SCM, Projects, HR, Assets, etc.)?

Answer:

The following modules are mandatory for Phase 1 implementation:

- Core Finance
- Fixed Assets
- Supply Chain Management (SCM)
- Projects
- Management Reporting and Consolidations
- Budgeting and Forecasting

HR functionality is not included in Phase 1, except where required for integration purposes.

2.18.2 Is HR/Payroll in scope now or in a later phase?

Answer:

Payroll is in scope for integration purposes into the Finance system. Full HR functionality is not currently in scope.

2.18.3 How many legal entities will be in scope for multi-entity consolidation? Answer: as per 2.7

2.18.4 **How many concurrent users are expected per module?**

Answer:

No more than 10

2.18.5 **Are there any industry-specific compliance requirements beyond what is listed (e.g., donor frameworks, audit standards)?**

- Income Tax Act, No. 58 of 1962
- Section 18A compliance
- Value-Added Tax Act, No. 89 of 1991
- Companies Act, No. 71 of 2008
- Trust Property Control Act, No 57 of 1998
- Protection of Personal Information Act, No. 4 of 2013 (POPIA)
- Basic Conditions of Employment Act, No. 75 of 1997
- Broad-Based Black Economic Empowerment Act, No. 53 of 2003
- International Financial Reporting Standards (IFRS)
- King IV report on Corporate Governance for South Africa, 2016;

Please take into consideration that the Holding Company being a Trust is a Public Benefit Organization.

2.19 **Data & Migration**

2.19.1 **What legacy systems are currently in use (Finance, SCM, Projects, document storage)?**

Answer:

Sage Evolution – Utilised primarily for the Core General Ledger. Additional modules such as Fixed Assets, Projects, Document Management, and SCM are not currently implemented or used.

SMME Portal – Used for maintaining and managing the supplier master database. This is bespoke in house system.

SmarHR – Used for human resources management processes.

Sage Payroll – Used for payroll processing.

Project Portfolio Office (PPO) – Used for managing and reporting on projects

2.19.2 **What is the estimated data volume to be migrated (years of history, transactions, documents)?**

Answer:

Both full historical data migration and a cut-over approach using opening balances are acceptable, subject to business, audit, and reporting requirements. Please ignore migration costs for purposes of this RFI, however please provide your approach and strategy for data migration.

2.19.3 Is historical data migration mandatory, or is a cut-over with opening balances acceptable?

Answer:

As per responses above

2.19.4 What are the licencing requirements?

Answer:

Vendors are requested to propose and clearly outline the licensing model applicable to their solution. Proposals should specify user-based or module-based licensing, scalability considerations, and all associated costs, including implementation, maintenance, support, and future expansion. Any assumptions, limitations, or dependencies related to the licensing model should be clearly disclosed.

2.19.5 Who will own data cleansing—SIOC-CDT or the vendor?

Answer:

SIOC-CDT

2.20 Integration & Architecture

2.20.1 Are there existing systems that must remain and integrate with the ERP (e.g., banking platforms, donor systems, BI tools)?

Answer:

Currently, there are no systems integrated with Sage Evolution 200. All processes operate largely as standalone or manual interfaces. As part of the ERP replacement or enhancement initiative, integration requirements should be reassessed to support future-state needs, including banking platforms, donor and impact reporting systems, and business intelligence tools, to improve automation, data integrity, and management reporting.

SMARTHR, Sage Payroll and PPO are systems that are not currently integrated but will remain.

2.20.2 Which software are used for daily integration?

Answer:

None. There are currently no systems used for daily system-to-system integration. All interfaces are managed manually or operate as standalone processes.

2.20.3 Is cloud the preferred deployment model, or must vendors present both cloud and on-prem options?

Answer:

Vendors are requested to propose cloud-based solutions.

2.20.4 Are there data residency or POPIA-specific hosting requirements?

Answer:

Yes. The proposed solution and hosting environment must comply with the Protection of Personal Information Act (POPIA). Vendors should confirm POPIA compliance and outline the data protection, security, access controls, and privacy

measures in place to ensure lawful processing and safeguarding of personal information.

2.20.5 Is Microsoft 365 / SharePoint currently used for documents?

Answer:
Yes

2.21 Supply Chain & Governance

2.21.1 How is supplier rotation currently governed, and what rules must be automated?

Answer:
Supplier rotation is currently governed through informal, manual processes supported by policy guidance and management oversight. There is no system-enforced mechanism to track supplier usage, enforce rotation thresholds, or prevent repeated selection of the same supplier. As a result, compliance with supplier rotation requirements is dependent on individual adherence rather than embedded controls.

2.21.2 Are there approval hierarchies already defined, or should the vendor design them?

Answer:
Approval hierarchies are clearly defined within the SCM Policy, including delegated authority levels and approval thresholds. These hierarchies are a business-owned design and should not be developed by the vendor. The vendor's role is to configure and automate the existing approval structures within the system, ensuring alignment to the approved SCM Policy, enforcement of approval limits, and maintenance of a complete audit trail for all approvals and overrides.

2.21.3 Are RFQ and tender thresholds predefined?

Answer: Yes. RFQ and tender thresholds are clearly defined in the SCM Policy. These thresholds are business-owned and form part of the organisation's procurement governance framework. The selected system should be configured to enforce these thresholds automatically, including appropriate sourcing methods, approval workflows, and escalation rules, with full audit trails for compliance and exception management.

2.22 Change Management & Training

2.22.1 How many end users will require training?

Answer: as per 2.11

2.22.2 Is there an internal project sponsor and business process owners assigned?

Answer: Yes

2.22.3 Does SIOC-CDT expect on-site change management support?

Answer: Yes

2.23 **Commercial & Contracting**

2.23.1 **Should pricing be provided as subscription vs perpetual license?**

Answer:

Please provide subscription and or perpetual licence options where available
Please consider that we are a Public Benefit Organisation (PBO) into your pricing considerations

2.23.2 **Should pricing be phased (by module) or a single full-scope rollout?**

Answer:

Vendors are requested to provide pricing for both options:

- **Phased implementation pricing**, broken down by module and implementation phase; and
- **Single full-scope rollout pricing**, covering the complete solution implemented in one phase.

Pricing should be clearly itemised, with assumptions, dependencies, and any cost variances between the two approaches explicitly stated.

2.23.3 **Should implementation and support be priced separately?**

Answer:

Yes. Vendors are required to price implementation and ongoing support as separate line items. Ongoing support pricing should clearly specify service levels, response times, upgrade rights, and any recurring maintenance or subscription fees.

2.23.4 **What contract duration is envisaged for support and maintenance?**

Answer:

Vendors are requested to propose standard support and maintenance contract durations, including initial term and renewal options. Proposals should clearly outline minimum commitment periods, notice requirements, escalation mechanisms, and any pricing implications for contract extensions or early termination.

2.24 **Evaluation & Submission**

2.24.1 **Will there be product demonstrations after RFI submission?**

Answer:

Yes. Shortlisted vendors may be invited to participate in product demonstrations as part of the evaluation process. Demonstrations will focus on key functional areas, reporting capabilities, control features, and overall solution fit.

2.24.2 **How will “functional fit” be measured—by narrative, matrices, or live demo?**

Answer: Functional fit will be assessed using a combination of written responses, functional fit matrices, and product demonstrations. Vendors should clearly indicate

the extent to which requirements are met through standard functionality, configuration, or customization.

2.24.3 Is there a response template or page limit expected?

Answer: There is no prescribed response template and no page limit. Vendors should ensure that responses are clear, structured, and directly address the requirements outlined in the RFI to facilitate effective evaluation and comparison.

2.24.4 Can vendors submit alternative phased approaches?

Answer: Yes. Vendors may propose alternative phased implementation approaches, provided these are clearly articulated, and costed separately.