



TO WHOM IT MAY CONCERN

REQUEST FOR PROPOSAL

PROVISION OF SAP ERP SYSTEM ACCESS OPTIMISATION CONSULTING SERVICES FOR THE  
BANK OF NAMIBIA

CLOSING DATE: THURSDAY, 18 JUNE 2026 AT 12:00  
RFP NUMBER : BON RFP NO: 12/2026

YOU ARE INVITED TO SUBMIT PROPOSALS FOR PROVISION OF SAP ERP SYSTEM ACCESS OPTIMISATION CONSULTING SERVICES FOR THE BANK OF NAMIBIA AS INDICATED IN THIS REQUEST FOR PROPOSAL DOCUMENT. THE TERMS AND CONDITIONS ATTACHED ARE APPLICABLE.

ANY INFORMATION CONTAINED HEREIN DOES NOT CONSTITUTE AN EXPRESSED OR IMPLIED CONTRACT OR OFFER. THE BANK MAY CANCEL THIS PROCESS AT ITS SOLE DISCRETION.

THE REQUEST FOR PROPOSAL MUST BE SEALED IN AN ENVELOPE CLEARLY MARKED “PROVISION OF SAP ERP SYSTEM ACCESS OPTIMISATION CONSULTING SERVICES FOR THE BANK OF NAMIBIA”.

THE REQUEST FOR PROPOSAL MUST BE HAND DELIVERED / COURIERED TO:

**BANK OF NAMIBIA  
71 ROBERT MUGABE AVENUE  
WINDHOEK  
NAMIBIA**

YOURS FAITHFULLY

A handwritten signature in black ink, appearing to read 'David Kambinda', written over a horizontal line.

**David Kambinda  
DEPUTY DIRECTOR: PROCUREMENT & FACILITIES MANAGEMENT**

**BANK OF NAMIBIA**

**PROVISION OF SAP SEGRAGATION OF DUTIES SERVICES FOR THE BANK OF NAMIBIA**

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**A. REQUEST FOR PROPOSAL (RFP) FORM**

BANK OF NAMIBIA  
Deputy Director: Procurement and Facilities Management  
P.O. Box 2882  
71 Robert Mugabe Avenue  
Windhoek  
NAMIBIA

Dear Sirs/ Mesdames,

**RE: REQUEST FOR PROPOSAL: PROVISION OF SAP ERP SYSTEM ACCESS OPTIMISATION CONSULTING SERVICES FOR THE BANK OF NAMIBIA**

Having examined the RFP Registration Form, RFP Conditions, General Conditions of Contract and Scope, Specifications and Operations Requirements, herewith I/we offer to undertake the provision of SAP ERP System Access Optimization Consulting Services to the Bank of Namibia for the total sum of:

N\$ \_\_\_\_\_  
(AMOUNT IN NUMBERS VAT INCLUSIVE)

\_\_\_\_\_  
(AMOUNT IN WORDS VAT INCLUSIVE)

or such other amount as may be determined in accordance with a contract with the Bank of Namibia.

I/we have ensured that I/we have initialed each page of this request for proposal.

I/we acknowledge the Tenderer Registration Form, request for proposal Conditions, General Conditions of Contract and Scope, Specifications and Operations Requirements and that I/we am/are fully acquainted and in agreement with the contents thereof as evidenced by the signature hereunder.

Signed on behalf of the Tenderer at \_\_\_\_\_ on the \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_\_.

\_\_\_\_\_  
Full Name of Signatory

\_\_\_\_\_  
Signature

Capacity of Signatory \_\_\_\_\_

**B. REQUEST FOR PROPOSAL REGISTRATION FORM**

**Registered Name of the Tendering Entity:**

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**Trading name of the Tendering Entity:**

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**Company/Close Corporation Registration Number:**

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**Date of Registration:**

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**VAT Registration Number:**

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**Social Security Number:**

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**Namibian Income Tax Number:**

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**Telephone Number:**

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**Fax Number:**

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**E-mail Address:**

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**Name of Contact Person:**

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**Physical Address of the Tendering Entity:**

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**Postal Address:**

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**Tenderer's Stamp:**

**Preferential form of receiving communications**  
(Please ✓ the relevant box)

Telephone	
Postal	
Fax	
Email	

**Type of Entity** (Please ✓ the relevant box)

Public Company Ltd	
Private Company (Pty) Ltd	
Close Corporation (CC)	
Sole Proprietorship	
Partnership	
Other	

**Small Medium Enterprise Status** (Please ✓ the relevant box)

Very Small	
Small	
Medium	
Large	

**Area of Business** (Please ✓ the relevant box)

Manufacturing	
Supplier of Services	
Other (please specify)	
Supplier of products	
Import	

**SHAREHOLDING/OWNERSHIP INFORMATION**

**List of all persons who are shareholders/owners of the Tendering Entity.**

The shareholding information below must add up to 100%

Name & Surname	ID Number	Citizenship	% of Ownership	Race	Female or Male

People with disabilities (Please ✓ the relevant box)

Yes	
No	

Do the aforementioned people also fulfill an Executive Management function in the Tendering Entity? If yes, please complete the table below:

Name & Surname	ID Number	Citizenship	% of Ownership	Race	Female or Male

**NATIONAL PRESENCE**

Please provide details of places in Namibia where the tendering Entity is operating. Foreign Companies are exempted in respect hereof.

Town	Region	Contact Person	Telephone

**REFERENCES OF PREVIOUS CLIENTS**

Company/Entity Name	Contact Person	Value of Contract	Description of Work

**BANKING DETAILS**

Bank Account Name: \_\_\_\_\_

Name of Bank: \_\_\_\_\_

Branch Code & Name: \_\_\_\_\_

Account Number: \_\_\_\_\_

Type of Account: \_\_\_\_\_

*(Certified as correct by Banking Institution)*

Name and Surname: \_\_\_\_\_

Signature: \_\_\_\_\_

Designation: \_\_\_\_\_

Tel No: \_\_\_\_\_

Fax No: \_\_\_\_\_

**DATE STAMP OF BANKING INSTITUTION**

Alternatively, a signed and stamped bank confirmation letter typeset on the Bank's letterhead will also be accepted as an alternative to the above requirements.

**DECLARATION OF INTERESTS**

All Bidders are required to declare any interest that they or their employees may have in Bank of Namibia, or that any Bank of Namibia employee may have in the bidder. To that effect, the following must be duly stated by the authorized signatory:

- 1. Are you or any person associated with your request for proposal, employees of Bank of Namibia?
  - Yes
  - No

If yes, provide particulars:

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- 2. Does the Tenderer, or any person associated with this RFP, have any relationship (family, friend, otherwise) with any person employed in Bank of Namibia who may be involved with the evaluation and adjudication of this RFP:

- Yes
- No

If yes, provide particulars:

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**CERTIFICATION OF CORRECTNESS OF INFORMATION SUPPLIED IN THIS REQUEST FOR PROPOSAL**

I/We warrant that the information contained in this RFP is correct and complete, and I/We are fully authorized to furnish the information contained in this request for proposal on behalf of the bidder.

Signed on behalf of the Tenderer at \_\_\_\_\_ on the \_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_.

\_\_\_\_\_  
Full Name of Signatory

\_\_\_\_\_  
Signature

Capacity of Signatory \_\_\_\_\_

*If any changes to the information supplied on this Form occurs, the bidder is required to inform the Tender Secretariat within fourteen (14) business days. As outdated or inaccurate information may lead to the disqualification of a bid.*

**OFFICIAL USE:**

**Recommendation by Department concerned after the vetting of the Tenderer:**

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\_\_\_\_\_  
Signature: Senior Administrative Assistant

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature: Director

\_\_\_\_\_  
Date

**Procurement and Facilities Management Division:**

\_\_\_\_\_  
Full Name

\_\_\_\_\_  
Signature: Procurement Representative

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature: Deputy Director of Procurement  
& Facilities Management

\_\_\_\_\_  
Date

## **C. REQUEST FOR PROPOSAL CONDITIONS**

### **1. GENERAL**

- 1.1 The information contained in this request for proposal document, as well as the information provided to bidders whether verbally or in documentary form by or on behalf of the Bank of Namibia ("Bank"), is provided to the bidders on the terms and conditions set out in this request for proposal document and all such other terms and conditions as the Bank may provide.
- 1.2 This request for proposal document is not a recommendation, contract, an offer or the like and is therefore, only an invitation by the Bank to the interested bidders for the submission of their proposals. Consequently, no contractual obligations will arise from this request for proposal process until a formal contract is executed by the duly authorized signatory of the Bank and the bidder.

### **2. UNCERTAINTIES**

- 2.1 Should any doubt or uncertainty exist as to the meaning and interpretation of anything contained in this request for proposal document, same must be submitted in writing to the Tender Secretariat to have it explained, rectified or cleared before the proposal is submitted.
- 2.2 The bidder is required to check the number of pages to ensure that they are numbered consecutively, and should any be found to be missing, blank or indecipherable, the Tender Secretariat must be notified immediately in order to have the page replaced.
- 2.3 All enquiries related to this proposal must be directed to the Tender Secretariat.

### **3. ACCEPTANCE OF REQUEST FOR PROPOSAL**

- 3.1 Any proposal submitted that does not comply in all respects with the requirements stated in this request for proposal document or is incomplete or inaccurate may be considered invalid and as such, disqualified, at the Bank's sole discretion.
- 3.2 The lowest proposal will not necessarily be accepted.
- 3.3 The Bank may at its discretion, accept a request for proposal in whole or in part.
- 3.4 The Bank reserves the right to make a selection solely on the information received in the request for proposals or to negotiate further with one or more bidders.
- 3.5 Any request for proposal that is qualified by the bidder's own conditions may be disqualified, at the Bank's sole discretion.
- 3.6 The cost for purchasing this request for proposal document is non-refundable because of the Bank's production costs in compiling this request for proposal.

- 3.7 Any decision taken by the Bank regarding this request for proposal will be final. However, an aggrieved bidder may request, in writing, for written reasons for such decision within three (3) business days from the date the Bank issued such decision.

#### **4. REQUEST FOR PROPOSAL OPENINGS**

Bidders who submitted a request for proposal but could not attend the opening may be provided with a copy of the proceedings upon written request, provided such request is made and received by the Bank within ten (10) days of the opening of the request for proposal.

#### **5. CONFIDENTIALITY**

- 5.1 The Bank recognizes the right bidders to confidentiality in all requests for proposals. As such all requests for proposals received will, unless otherwise agreed or where disclosure has been stipulated as a condition of this request for proposal document, be treated with confidentiality.
- 5.2 Information obtained in the process of examination, and relating to the clarification and evaluation of request for proposals, as well as recommendations concerning awards will not be communicated to the public and will remain confidential at all times with the exception to instances where the governing laws prescribe otherwise.
- 5.3 No part of this request for proposal document may be duplicated in any manner or by any process whatsoever without the prior written consent of the Bank. The bidder to whom this request for proposal document is issued to or made available to, for proposing, will be held responsible for any contravention of this clause.

#### **6. INTERFERENCE WITH REQUEST FOR PROPOSALS**

The Bank reserves the right to disqualify any bidder in the event of the bidder having interfered with the request for proposal procedure in any way.

#### **7. CONFLICT OF INTEREST**

- 7.1 If at any time the bidder identifies an actual, potential or perceived conflict of interest, the bidder must immediately notify the Bank in writing.
- 7.2 The Bank reserves the right to exclude the proposal submitted by such bidder from further consideration, or to withdraw or cancel any award made to the bidder with immediate effect unless the bidder is able to resolve such conflict to the Bank's satisfaction.

#### **8. SUBMISSION OF DOCUMENTS**

- 8.1 The request for proposal must be submitted on the enclosed form and must not be qualified by the bidder's own conditions as to do so will lead to the proposal being disqualified.
- 8.2 Additional information called for must be typewritten or electronically produced.

8.3 Should the Bidders provide any misleading information or misrepresentations and/or fails to meet the conditions for the supply of the services as stipulated in this request for proposal document, the bidder will be liable to pay a penalty, as determined by the Bank.

8.4 The Bank reserves the right to disqualify any bidder who provides misleading information or misrepresentations and/or who fails to meet the conditions for the supply of the services as stipulated in this request for proposal document.

## **9. REQUEST FOR PROPOSAL PRICES**

All proposal prices quoted are to be in Namibian currency and must be VAT inclusive.

## **10. TERMS FOR ADVANCE PAYMENT**

Any advance payments requested by bidders in their submitted proposal documents should be well motivated for the Bank's consideration.

## **11. REQUEST FOR PROPOSAL VALIDITY PERIOD**

This request for proposal will remain valid for a period of three (3) calendar months from the closing date of the submission of request for proposals and will remain binding and be capable of acceptance at any time up to the expiration of the said three (3) calendar month period and will thereafter, if not accepted by the Bank automatically expire.

## **12. CLARIFICATIONS AFTER CLOSE OF REQUEST FOR PROPOSAL**

12.1 Matters listed as disqualifying factors in this request for proposal document will not be clarified after a request for proposal has closed. Non-eligible RFPs will therefore be disqualified on this basis. However, clarifications will be allowed as part of the responses on issues which would not impact on the price or scope of the request for proposal.

12.2 Clarification on any other matters requiring additional information from the bidders after the closing date will be communicated to the bidders via the Tender Secretariat.

## **13. AWARDING OF REQUEST FOR PROPOSALS**

The Successful bidder will be given a period of seven (7) business days to accept or reject the award in writing to the Tender Secretariat. Failure to respond will constitute an automatic rejection of the award.

The Bank will not be required to render payment to any bidder or be liable for any financial obligations to any bidder until a written contract has been executed between the Bank and the successful bidder. Payment will then be made in terms of such written contract.

## **14. COST OF REQUEST FOR PROPOSAL**

The cost of request for proposal will be the sole responsibility of the bidders and the Bank will not be held liable for any losses or expenses incurred by any bidder in the preparation of its request for proposal, including but not limited to the transport of samples or any other costs incurred.

## 15. DOCUMENTS TO BE SUBMITTED WITH REQUEST FOR PROPOSAL

15.1 With each request for proposal, interested bidders will be required to submit the following information in addition to the information related to the technical and price information - all copies must be certified:

### 15.2 **Mandatory documents:**

***NB: Mandatory documents as listed in (a,b,f,g,h & j) shall also apply to foreign service providers.***

- a) Entity's Legal Registration or Incorporation Documents.
- b) Audited Financial Statements – Not older than two (2) years for companies, and six (6) months bank statements for Small and Medium-sized Enterprises (SME's).
- c) Social Security Commission Good Standing Certificate – Not older than thirty (30) days (or relevant social contribution body in foreign jurisdictions).
- d) Good Standing Certificate from Inland Revenue (or relevant tax authority in other jurisdictions) – Not older than thirty (30) days.
- e) Value Added Tax Certificate (proof of registration for Value Added Tax from relevant authorities if not Namibian entity).
- f) Public and/or Professional Liability Insurance, where applicable.
- g) 'SME' Certificate, Compulsory for all entities that are SMEs (any similar document which suggests the size of the entity from relevant foreign authorities).
- h) Resolution on Entity's letterhead authorizing signatory to sign on behalf of the Entity.
- i) Namibia Preferential Procurement Corporation Certificate (Previously Disadvantaged Namibian Status) – The percentage and status of equity participation/ownership by previously disadvantaged people in the Entity. (Where applicable)
- j) Ownership and Management structure – Copy of Identification Documents of all shareholders.

### 15.3 **The submission of the following documents may increase the ranking of a request for proposal:**

- a) After sales service information.
- b) Female Equity Representation – The percentage and status of equity participation/ownership by women in the Entity.
- c) Entity's Profile – Demonstration of the Entity's strengths and references from other clients.

## **16. SUBMISSION OF REQUEST FOR PROPOSALS**

16.1 Unless indicated otherwise by the Bank, no RFPs may be transmitted by electronic means, as to do so will disqualify the request for proposal.

16.2 RFPs must be hand-delivered in a sealed envelope, which will be clearly marked:

**BANK OF NAMIBIA:**

**“PROVISION OF SAP ERP SYSTEM ACCESS OPTIMISATION SERVICES FOR THE BANK OF NAMIBIA”**

Request for Proposals will be lodged with the Bank at the following address:

***Bank of Namibia  
71 Robert Mugabe Avenue, Windhoek***

## **D. GENERAL CONDITIONS OF CONTRACT**

**Clauses in the proposed contract between the Bank and the Bidder may include, but are not limited to, the following, and can change as directed by the Bank.**

### **1. NATURE OF CONTRACT**

**PROVISION OF SAP ERP SYSTEM ACCESS OPTIMISATION SERVICES FOR THE BANK OF NAMIBIA**

### **2. VARIATION IN SCOPE**

The scope of the contract and services to be rendered may be altered, subject to obtaining the prior written consent of both the Bank and the bidder (collectively the "Parties").

### **3. INSURANCE**

3.1 Where applicable, the bidder will obtain adequate and sufficient insurance coverage/group insurance for all its employees deployed at the Bank's premises, against any accidents or for any unanticipated event such as death/injury/ disablement at work and the like, and will furnish a copy of the same to the Bank.

3.2 The insurance policy must be valid for the full duration of the contract period between the Parties.

### **4. PRICING**

4.1 Prices of the services rendered under the contract are to be inclusive of VAT.

4.2 Prices are to be fixed for a three (3) months period effective from the date of the close of RFP.

### **5. SERVICE DELIVERY DATE**

Commencement of the services may be on date of signature of the contract.

### **6. PENALTY FOR LATE DELIVERY**

6.1 Should the bidder default in rendering the services required within the time stated in clauses 5 and 7, the bidder will be liable to pay a penalty.

6.2 The Parties will negotiate and determine the value of the penalties for which the bidder is liable to pay.

6.3 Any penalty that may be imposed will be offset against any monies due to the bidder provided that monies are still due. In the event of such monies being insufficient to cover the amount of the penalties, or in the event of final payment already having been made, the bidder will within seven (7) days written notice to such effect pay the Bank the amount of such penalties due or balance of such penalties to the Bank.

## **7. EXTENSION OF DELIVERY TIME**

- 7.1 No extension of the services will be considered except where the Bank requires of the services to be extended and enters into negotiations for same with the bidder. In such cases new dates for commencement or duration of contract will be established, subject to obtaining the prior written consent of both Parties.
- 7.2 The Bank may however, at its entire discretion extend the period referred to in clause 5.

## **8. LIABILITY FOR DAMAGE**

The bidder will be held liable for any damage caused to the Bank's premises or property by the fault or negligence of person employed or engaged by the bidder to render the services or any other person for which the bidder is responsible.

## **9. PAYMENT**

- 9.1 No deposits or advance payments will be paid by the Bank.
- 9.2 All payments will be made within thirty (30) business days of receipt of a detailed invoice, subject to the services being rendered in accordance with the agreed upon specifications and requirements.
- 9.3 Any monies due to the Bank by the bidder in respect of any penalties imposed in terms of clause 6 or in respect of any damage caused by the Bidder in terms of clause 8 may be offset against any monies due by the Bank to the Bidder.
- 9.4 The Bank will not make any payment to any other party on behalf of the Bidder.

## **10. CONFLICT OF INTEREST**

- 10.1** The bidder warrants that at the time of submitting their RFP, no conflict of interest exists, or is likely to arise, which would affect the performance of its obligations under any contract entered between the Bank and the bidder.
- 10.2** The Bidder must exercise its responsibility in the best interests of the Bank and will not engage in any activities that would conflict with the contract.
- 10.3** If the bidder becomes aware of any actual or potential conflict of interest, the bidder must immediately notify the Bank in writing of (i) any such actual or potential conflict of interest and (ii) the procedures it intends to implement to resolve any such actual or potential conflict of interest, to the Bank's satisfaction.
- 10.4** In the event of a conflict of interest being identified, the Bank may, in its sole discretion, suspend the services, terminate the contract or take any other actions that the Bank considers as appropriate in the circumstances.

## **11. BREACH OF CONTRACT**

- 11.1** In the event of a Party (hereinafter referred to as the Defaulting Party) committing a breach of any of the provisions of the contract, the other Party will have the right to call upon the Defaulting Party in writing to remedy such breach.
- 11.2** In the event of the Defaulting Party failing to remedy such breach within a period of 14 (fourteen) days after receipt of such notice then the other Party will have the right, without prejudice to any other rights to which such Party may be entitled to in law or under the contract at its option, either to cancel the contract and claim damages, or to claim specific performance of all the Defaulting Party's obligations, together with damages if any, whether or not such obligations have fallen due for performance.

## **12. CANCELLATION**

- 12.1** If the bidder's estate is sequestrated as an insolvent, or if, being a company, it is placed under involuntary liquidation, the Bank may, without prejudice to any other rights, by written notice cancel the contract.
- 12.2** Notwithstanding the aforementioned, either party may cancel the contract, subject to providing 3 (three) calendar months' prior written notice of cancellation. Such cancellation will not prejudice the other party to any rights which have already accrued to such Party under the contract.

## **13. ARBITRATION**

- 13.1** Should any dispute arise between the Parties as to the meaning or interpretation of any provision of the contract or as to the carrying into effect of any provision or as to the quantification or determination of any amount or thing required to be quantified or determined in terms of or pursuant to the contract, such dispute will be referred to arbitration.
- 13.2** Each party to the contract will be entitled to require by written notice to the other Party, that such dispute be submitted to arbitration in terms of this clause 13.
- 13.3** Subject to the provisions of this clause 13, the arbitration will be held under the provisions of the *Arbitration Act, 1965* of the Republic of Namibia or any statutory modification or re-enactment thereof for the time being in force.
- 13.4** The dispute will be referred to an independent arbitrator agreed upon by both Parties hereto. In the event of the Parties being unable to agree on the appointment of an arbitrator, the President of the Law Society will be requested to select the arbitrator.
- 13.5** Where action is taken in terms of this clause 13, such action will not relieve either Party from any liability for the due and timeous performance of such Party's obligations in terms of the contract.
- 13.6** The arbitrator will be entitled to make such award, including an award for specific performance, an interdict, damages or a penalty or otherwise as he in his sole discretion deems fit and appropriate and may deal as he may deem fit with the question of costs on an attorney client scale and his own fees.

**13.7** The arbitration will be held as soon as possible after it is demanded with a view to its being completed within thirty (30) days after it has been so demanded.

**13.8** Any award made by the arbitrator will be final and binding on the Parties and may be made an order of the High Court of Namibia.

**14. DOMICILLIUM CITANDI ET EXECUTANDI**

**14.1** The Parties hereby choose *domicillium citandi et executandi* for all purposes under the contract as follows:

14.1.1 Bank of Namibia at: 71 Robert Mugabe Avenue, Windhoek, Namibia

14.1.2 The Bidder at: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**14.2** Any Party will be entitled, by notice to the other, to change its domicillium to elsewhere in Namibia provided that the change will become effective only 14 (fourteen) days after service of the notice in question.

**15. NOTICES**

**15.1** Any notice required to be given by either Party to the other will either be delivered at the *domicillium citandi et executandi* selected in terms of clause 14, hereof or will be given by prepaid registered mail letter addressed:

**15.2** To: The Governor  
Bank of Namibia  
P O BOX 2882  
WINDHOEK  
NAMIBIA

**15.3** To the Bidder: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**15.4** Any notice given by either Party to the other will be considered delivered unless the contrary is proven:

15.4.1 If hand delivered to the *domicilium citandi et executandi* of such party, be deemed to have been received upon such delivery;

15.4.2 If posted by registered mail be deemed to have been received 4 (four) business days after delivery of such letter to the Post Office for posting.

**16. CESSION**

The bidders will not cede or assign any of its rights or obligations acquired or undertaken by it in terms of the contract.

**17. VARIATION**

**17.1** No alterations, cancellations, variations of or additions to the contract will be of any force and effect unless reduced to writing and signed by both Parties to the contract.

**17.2** No indulgence, leniency or extension of time which the Bank may grant or show towards the bidder, will in any way prejudice or preclude the Bank from exercising any of its rights in the future.

**18. GOVERNING LAW**

The contract will be governed by the Laws of the Republic of Namibia.

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## 19. SCOPE, SPECIFICATIONS AND OPERATIONS REQUIREMENTS

### OVERVIEW

The Bank seeks a partner to optimize SAP S/4HANA user access using the Soterion GRC solution. The partner must demonstrate expertise in configuring SAP and Soterion's rule sets, conducting role redesign projects, and automating Segregation of Duties (SoD) rules risk analysis and user access reviews.

The Bank of Namibia implemented the SAP ERP system (SAP) decades ago. The Bank is currently busy upgrading its instance of SAP S/4HANA from version 1909 to version 2025 due to Go-live by the 30<sup>th</sup> of July 2026. SAP is deployed across four environments which are the Sandbox, Development, Quality Assurance (User Acceptance Test) and Production. The core SAP modules in use include Human Capital Management (HCM), Finance (FI), Controlling (CO), Materials Management (MM), Plant Maintenance (PM), SAP Employee Self Service, SAP Manager of Service, Fiori, Currency Banking Services, SAP Concur, SAP Success Factor and SAP Basis.

Over time, access roles and profiles have evolved to support operational needs, resulting in increased complexity, inconsistent role design and limited formal documentation of Segregation of Duties (SoD) rules.

The Bank currently has a staff complement of approximately 500 employees, including digital workers. The SAP environment supports a diverse user base across various user classifications. The current SAP user distribution is as follows:

SAP User Type	Number of Users
CA – SAP Application Developer	0
CB – SAP Application Professional	96
CC – SAP Application Limited Professional	31
CD – SAP Application Employee	158
CE – SAP Application ESS User	193
System Users	27
<b>Total</b>	<b>505</b>

To manage the user access and manage segregation of duties, the Bank uses the Soterion tool. Soterion is a Governance, Risk, and Compliance (GRC) solution designed to simplify SAP access risk management, with a strong focus on Segregation of Duties (SoD). It helps organizations detect, remediate, and prevent SoD conflicts in SAP systems, ensuring compliance with audit and regulatory requirements while reducing fraud risk.

Through this request for proposal, we seek a service provider who will review, redesign and

optimize the end-to-end user account lifecycle management processes within the Bank's existing SAP ERP environment. The engagement should assess and strengthen existing controls, governance structures and access management practices to ensure alignment with security requirements, least privilege principles, and the Bank's governance standards.

The scope of work shall include, but not be limited to, the following:

1. Review and optimise end-to-end user access profile lifecycle processes, including user provisioning, account creation, access modification, and deprovisioning for transferred, inactive, and terminated users.
2. Assess and optimise access request, approval and access granting workflows to ensure appropriate governance, accountability and segregation of responsibilities.
3. Develop a SAP User Role Matrix to map our users to their respective roles and associated transactions within an SAP system
4. Review, redesign, and optimise SAP role structures, profile assignments, and access allocation processes to align with business functions, operational responsibilities, least privilege principles and risk management requirements.
5. Review and optimise existing Soterion business-specific Segregation of Duties (SoD) rule sets, control principles and risk parameters across key SAP modules.
6. Identify, assess and remediate access control weaknesses and SoD conflicts, including the implementation of appropriate mitigation and conflict management mechanisms.
7. Develop and document a comprehensive SAP role and access matrix covering users, assigned roles, transaction codes (T-Codes), authorisation activity levels and associated business responsibilities to improve transparency and access governance.
8. Review and strengthen role governance structures, access control frameworks and periodic access recertification processes to support sustainable user access management and ongoing compliance.
9. Identify process inefficiencies, control gaps, and improvement opportunities within the current SAP ERP access management environment and provide practical recommendations for optimisation.
10. Review and align the existing SAP Access Management Policy and related procedures with

industry leading practices and internal control requirements.

11. Conduct training and structured knowledge transfer sessions for SAP Authorisation teams, IT staff, business users, functional teams, super users, and Governance, Risk, and Compliance (GRC) stakeholders to enable effective implementation and sustainability of the SAP SoD framework.
12. Recommend mitigating controls for unavoidable conflicts.
13. Recommend proposals for addressing external audit and internal audit findings relating to segregation of duties and user access issues.

The review should evaluate the effectiveness of access controls, governance structures, role design, and compliance with security and organisational requirements to ensure access is granted and maintained in accordance with the principles of least privilege, need-to-know, and applicable governance standards.

Bidders should respond to the following Technical Requirements in their bidding documents.

1. Customizable SoD rule sets tailored to industry-specific risks.
2. Integration with SAP Identity Management or third-party IAM.
3. Real-time SoD conflict detection and remediation workflows.
4. Business role management to simplify technical role decisions.

## **SPECIFICATIONS AND REQUIREMENTS**

The submitted RFP will be evaluated on the following criteria:

### **1. Relevant Experience:**

The supplier must demonstrate a proven track record and adequate technical capability in SAP ERP user access management, SAP security, authorisation design, and Segregation of Duties (SoD) implementation within existing SAP ERP environments. The following minimum criteria shall apply:

- a) A minimum of five (5) years' demonstrable experience in SAP ERP security, access management optimization, role redesign, and SoD implementation engagements.

- b) Demonstrate experience in delivering SAP projects involving role design, authorisation management, SoD conflict analysis and remediation, access governance, and user access lifecycle management.
- c) Suppliers must provide evidence of at least three (3) completed projects of similar nature and complexity involving SAP ERP security reviews, role redesign, SoD framework implementation, or assessment optimization management.
- d) For each project submitted, suppliers shall clearly indicate:
  - i. Client sector and organisation type.
  - ii. Scope of work performed.
  - iii. Project duration and implementation period.
  - iv. Key outcomes and deliverables achieved.
  - v. Contactable references or reference letters.
  - vi. Value of the project
- e) Experience within financial services institutions, highly regulated environments, or central banking institutions will be considered an added advantage.

## **2. Technical Capability and Implementation Methodology**

Suppliers should demonstrate a structured and practical methodology for delivering the SAP ERP user access optimization and SoD framework implementation engagement. The submission will include:

- a) A proposed implementation approach for reviewing and optimizing user access lifecycle processes, including provisioning, modification, approval workflows, access reviews and deprovisioning activities.
- b) A methodology for defining business-specific SoD rules and control principles across the key SAP modules used by the Bank.
- c) A structured approach for identifying, assessing, mitigating, and remediating access control weaknesses and SoD conflicts.
- d) A methodology for SAP role redesign aligned to least-privilege principles, business responsibilities, and risk management requirements.

- e) An approach for developing and documenting an SAP access matrix covering users, roles, transaction codes (T-Codes), and authorisation activity levels.
- f) Expected deliverables, implementation phases, and project governance arrangements.
- g) Provision of suitable case studies showcasing prior, relevant experience will be an advantage.

### **3. Personnel Qualifications and Expertise**

The supplier should provide evidence that the proposed project team possesses the necessary qualifications, certifications, and experience to execute the engagement successfully. The submission shall include:

- a) Curriculum Vitae (CVs) of all key personnel assigned to the project.
- b) Evidence of relevant SAP certifications in SAP Security, SAP Authorisations, SAP Governance, Risk and Compliance (GRC), or related disciplines.
- c) Demonstrated experience of assigned resources in SAP security, role redesign, SoD implementation, and access governance projects.
- d) Professional certifications in governance, risk management, audit, or information security disciplines (e.g., CIA, CISA, CRISC, CISSP, CGEIT, or equivalent) will be considered an added advantage.

### **4. Knowledge Transfer and Sustainability**

- a) Suppliers should provide a structured approach for knowledge transfer and skills development for the SAP Authorisations teams, IT users, internal auditors, business users, functional teams, SAP super users, and Governance, Risk and Compliance (GRC) stakeholders.
- b) The proposal should demonstrate how long-term sustainability and ownership of the implemented SAP access governance and SoD framework will be achieved.

## **5. Cost**

Bidders shall provide a detailed cost proposal indicating the total project cost and all major cost components, including assessment activities, workshops, role redesign, remediation activities, training, knowledge transfer sessions, and any related implementation costs.

## **6. Operational, Security, and Confidentiality Requirements**

Given the Bank of Namibia's mandate as a central bank and its handling of market-sensitive, confidential, and policy-relevant information, the successful supplier will be required to adhere to the highest standards of operational security and confidentiality throughout the implementation process. The following will apply:

- (a) The service provider must comply fully with the Bank's information security and cybersecurity policies.
  - (b) All personnel assigned to the engagement may be subject to background verification and/or security clearance requirements as determined by the Bank.
  - (c) The supplier will be required to enter into a legally binding Non-Disclosure Agreement (NDA) prior to commencement of the engagement
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