RFI NUMBER:	**RAF/2026/00064**
DESCRIPTION:	**REQUEST FOR INFORMATION: TO PERFORM POST IMPLEMENTATION REVIEW OF THE INTEGRATED CLAIMS MANAGEMENT SYSTEM (PROJECT BOKAMOSO) FOR THE ROAD ACCIDENT FUND**
PUBLISH DATE:	**06 November 2026**
CLOSING DATE:	**13 December 2026**
CLOSING TIME:	**11:00 am**
COMPULSORY BRIEFING SESSION	**N/A**
RESPONSES MUST BE EMAILED TO:	**bacsecretariat@raf.co.za**
ATTENTION:	**Demand Management**

BIDDER NAME: _____

BIDDING STRUCTURE

Indicate the type of bidding structure by marking with an **'X':**	
Individual bidder	
Joint venture	
Consortium	
Using subcontractors	
Other	

If an individual bidder, indicate the following:	
Name of bidder	
Registration number	
VAT registration number	
Contact person	
Telephone number	
Fax number	
E-mail address	
Postal address	
Physical address	

If a joint venture or consortium, indicate the following: (*To be completed for each joint venture/ consortium member*)	
Name of joint venture/consortium members	
Registration number	
VAT registration number	
Contact person	
Telephone number	
Fax number	
E-mail address	
Postal address	
Physical address	

If using subcontractors, indicate the following:	
Name of prime contractor	
Registration number	
VAT registration number	
Contact person	
Telephone number	
Fax number	
E-mail address	
Postal address	
Physical address	

If joint venture or consortium, indicate the following:	
Name of prime contractor	
Registration number	
VAT registration number	
Contact person	
Telephone number	
Fax number	
E-mail address	
Postal address	
Physical address	

If using subcontractors, indicate the following: (*To be completed for each subcontractor*)	
Name of subcontractor	
Registration number	
VAT registration number	
Contact person	
Telephone number	
Fax number	
E-mail address	
Postal address	
Physical address	

ENQUIRIES

Enquiries regarding this Request for Information should be submitted via e-mail to:

Bid enquiries:

	bacsecretariat@raf.co.za

Enquiries should reference specific paragraph numbers, where appropriate.

All questions/enquiries must be forwarded in writing prior to the submission date.

1. BACKGROUND OF THE RAF

The Road Accident Fund (RAF) is a schedule 3A public entity established in terms of the Road Accident Fund Act, 1996 (Act No. 56 of 1996), as amended. Its mandate is the provision of compulsory social insurance cover to all users of South African roads, to rehabilitate and compensate persons injured as a result of the negligent driving of motor vehicles in a timely and caring manner, and to actively promote the safe use of our roads.

The customer base of the RAF comprises not only the South African public but also all foreigners within the country's borders. The RAF head office is in Centurion, and the RAF intends to establish Customer Experience Centres (CEC) in each province in the country.

2. SPECIAL INSTRUCTIONS TO BIDDERS

The respondent must be an eligible supplier, duly registered in accordance with applicable South African laws and on the National Treasury Central Supplier Database. Respondents must ensure that their tax affairs are in order when submitting responses. Companies or directors listed on the National Treasury Register for Tender Defaulters or Database of Restricted Suppliers will be automatically disqualified from the process.

3. INTRODUCTION

The Road Accident Fund (RAF) intends to conduct an independent Post-Implementation Review (PIR) of the Integrated Claims Management System (ICMS). The purpose of this Request for Information (RFI) is to obtain relevant market information from suitably qualified and experienced service providers to assist the RAF in refining the requirements, scope and procurement approach for the anticipated review.

Through this RFI, the RAF seeks to gain an understanding of available market capabilities, appropriate methodologies, required expertise, indicative timelines and associated cost considerations for conducting a comprehensive and independent PIR of the ICMS

4. BACKGROUND OF THE RFI

The RAF implemented an Integrated Claims Management System (ICMS) to modernise claims administration, improve operational efficiency, strengthen internal controls, enhance fraud detection, and improve service delivery to claimants. Following the successful implementation and

operational viability, the RAF seeks to appoint an independent service provider to conduct a comprehensive Post-Implementation Review (PIR) to determine whether the project achieved its intended objectives and whether the system is delivering the expected business value.

5. OBJECTIVES OF THE RFI

The primary objective of this RFI is to gather information from suitably qualified and experienced service providers to inform the RAF's requirements and procurement planning for the envisaged ICMS Post-Implementation Review. The RFI specifically seeks to:

- Determine the availability of suitably qualified and experienced service providers capable of conducting an independent PIR of the ICMS.
- Obtain information on appropriate methodologies, approaches and frameworks that may be applied in conducting the review.
- Understand the technical, audit, project management and other specialist skills and resources required to execute the review effectively.
- Obtain indicative timelines and level of effort required to complete the review.
- Obtain indicative pricing and cost considerations to support budgeting and procurement planning.
- Identify relevant industry practices, standards and frameworks that may be considered in defining the final requirements.
- Assess the practicality, clarity and completeness of the proposed scope of work.
- Identify key risks, dependencies, assumptions and constraints that should be considered when finalising the requirement.
- Obtain information that will enable the RAF to develop a clear, appropriate and market-informed specification for a subsequent procurement process

6. SCOPE OF WORK

RAF Internal Audit requires a service provider to independently assess whether:

- The ICMS implementation complied with approved project requirements.
- Project objectives and business case benefits have been achieved.
- Governance and project management practices were effective.
- The system controls adequately protect the confidentiality, integrity and availability of claims information.
- Risks identified during implementation have been effectively managed, and if

- Opportunities exist for further optimisation and continuous improvement

In relation to, but not limited to, the following areas:

No		Scope Area	High-level description of scope
		Project Governance	• Evaluate the effectiveness of project governance throughout the implementation. • Assess compliance with the approved business requirements. • Evaluate whether project scope, budget and timelines were successfully managed. • Assess user adoption and change management effectiveness. • Identify control weaknesses and improvement opportunities.
		System Functionality	Evaluate application controls embedded within the ICMS relating to: • User access management • Role-based security • Segregation of duties • Input validation controls • Processing controls • Interface controls • Data integrity controls • Audit trail functionality • Approval workflows • Exception reporting • Review integration with other internal /external systems. • Evaluate operational performance and system stability. • Review security controls and access management. • Identify control weaknesses and improvement opportunities.
		Data Migration and Governance	• Assess whether established data governance policies, procedures and standards were effectively implemented to ensure data integrity and consistency; • Evaluate the adequacy and documentation of the data migration strategy and plan to verify whether data was accurately and securely transferred in alignment with business and regulatory requirements; and

			• Verify the completeness, accuracy and validity of data migrated from the Claims legacy systems to ICMS, ensuring that all data was transferred correctly, remains unchanged and correctly reflects the original records from the source system (i.e. key fields and values are identical between the two systems, with no errors introduced during the migration).
		Project Financial/budget Governance	• Assess whether financial /budget changes were formally approved, documented, justified, and communicated to relevant stakeholders in line with RAF's Approvals, i.e. alignment with RAF Delegation Of Authority (DOA), such as Master Service Agreement (MSA) (Board delegation), Statement of Work (SoW) (Board delegation), etc.
		Benefits Realisation	• Verify the realisation of the optimised and Automated Claims Value Chain as per business needs • Assess achievement of expected business benefits as outlined in the RFP, Business Case, Project Charter, Success Criteria Review, etc. • Assess post-go-live support arrangements (i.e. assess whether all outstanding system functionalities, unresolved defects, workarounds, enhancement requests, and deferred scope items have been formally identified, documented, risk-rated, prioritised, budgeted for, and approved through the appropriate governance structures). • Assess the effectiveness of training, user adoption and change management, including whether recurring user issues are being analysed and addressed through targeted refresher training • Determine the impact of outstanding items (if any) on the overall claims value chain and statutory compliance, • Assess whether there is a clear and approved remediation roadmap and escalation mechanisms to manage operational risk until the outstanding functionalities have been implemented.

7. REQUIREMENTS, EXPECTED DELIVERABLES, OUTPUTS AND TIMELINES

7.1 Overall Requirements, Expected Deliverables, Outputs and Timelines

a) The service provider will produce engagement deliverables in the prescribed content as stipulated by the Chief Internal Audit Officer or his representative.
b) The service provider will be expected to begin immediately after formal engagement by the RAF Internal Audit, which is expected to be around January 2026. The final report/deliverables are to be forwarded to RAF no later than December 2026.
c) The service provider will also be fully responsible and accountable for full management and quality control of the staff who are planned for the assignment to meet the requirements of the RFI.
d) The deliverables should, at a minimum, meet the requirements outlined herein, with the service provider including in the deliverable any additional best practice requirements at their discretion but within the time and cost quoted.
e) The review should be conducted in line with the RAF Internal Audit Methodology and templates unless the nature of the review does not require such, and the deviation is agreed with RAF Internal Audit management. The RAF Internal Audit Methodology templates will be provided to the service provider upon the start of the engagement.
f) While RAF is mindful of the fact that this is a specialised review, the service provider should still follow an Internal Audit approach in line with RAF Internal Audit Methodology.
g) All information, documents, records, working papers and reports (both manual and electronic) obtained and produced by the service provider in completing the assignments will be the property of the RAF and must be handed over to the Chief Internal Audit Officer or his representative on completion of the assignment.

7.2 Expected Deliverables and Outputs

The deliverables, as applicable, include but are not limited to:

- Drawing up or updating of the Audit Planning Memorandum (APM);
- Scheduling of opening planning meeting/s and minutes thereof.
- Progress meetings with the respective auditee and minutes thereof.
- System descriptions.
- Risk and Control Matrices (RACM).
- Audit Programs
- Working papers and supporting evidence.
- Close out meetings and minutes thereof.
- Draft and Final report; and

- Document all working papers and relevant audit-related templates and documents using RAF Internal Audit Methodology templates.

7.3 Competency and Expertise Requirements of Resources

The service provider must demonstrate a **multidisciplinary team** with a minimum of five years' relevant experience in IT audit, information systems assurance, business process review, data analytics and technology implementation. The Engagement Lead should have at least seven years' experience in IT audit and assurance, including experience leading post-implementation reviews of major information systems. Team members should collectively demonstrate experience in application controls, cybersecurity, data analytics, business process assessment, systems integration, project governance and benefits realisation. Experience in claims management, insurance, financial services or other high-volume transactional environments will be an added advantage.

No.	Team role	Minimum qualification / expertise	Relevant experience
1.	**Engagement Lead / IT Audit Manager**	Degree in IT, Auditing, Risk Management, Accounting or related field and **CISA** certified. **CIA, CRISC/CISM/CGEIT or equivalent** advantageous.	7–10+ years in IT audit, systems assurance, governance and major technology projects. Experience leading post-implementation reviews.
2.	**IT Auditor – Application Controls**	Degree/diploma in IT, Computer Science, Information Systems or Auditing and **CISA** certified.	3–5+ years auditing enterprise applications, including application controls, interfaces, user access, change management and system configuration.
3.	**Business/Claims Process Specialist**	Degree in Business Management, Risk Management, Finance, Insurance or related discipline.	5+ years in claims management or a comparable business environment.

			Strong understanding of the **end-to-end claims lifecycle**, business rules, approvals, repudiations, payments and claims controls.
4.	**Systems/Business Analyst**	Degree in Information Systems, Computer Science, Business Analysis or related field. **CBAP** advantageous.	5+ years in requirements analysis, system implementation and business-process mapping. Able to assess whether implemented functionality meets approved requirements and business needs.
5.	**Data Analytics Specialist**	Degree in Data Analytics, Computer Science, Statistics, Information Systems or related field.	3–5+ years analysing large datasets using SQL, Python, Power BI, ACL/Arbutus or similar tools. Experience identifying duplicate claims, unusual payments, processing anomalies and control exceptions.
6.	**Project/Programme Management Specialist**	Degree in Project Management, IT or related field. **PMP, PRINCE2 or equivalent** advantageous.	5+ years managing or reviewing major IT implementations. Experience assessing scope, requirements, budget, timelines, risks, change requests, testing and

			implementation governance.
7.	**IT Infrastructure/Integration Specialist**	Degree/diploma in IT, Computer Science, Engineering or related field.	3–5+ years in enterprise infrastructure, databases, APIs, system interfaces, cloud/on-premises environments, backup, disaster recovery and system performance.

As part of the review, the allocated resources should also be able to provide on the job training to RAF employees who are assigned to the engagement.

a) The review must be conducted in strict accordance with the International Standards for the Professional Practice of Internal Audit and with due diligence and professional care.
b) The service provider must have sufficient capacity in order to complete the assignment within the prescribed time and under short notice.
c) Over and above the requirements stated in this request for quote, the review will be conducted in line with the stipulations in the master services agreement with the RAF.

8. FUTURE PROCUREMENT PROCESS AND DISCLAIMER

RAF may use information supplied to refine business and technical requirements, determine suitable deployment and support models, develop evaluation criteria, compile specifications and decide whether further market engagement or a proof of concept may be appropriate for a future competitive procurement process.

This RFI is issued solely for information-gathering and market-research purposes. It does not constitute an offer, quotation, bid evaluation, pre-qualification, shortlisting, scoring process or commitment by RAF to procure any product or service. Participation in the RFI or a demonstration confers no preferential right or advantage in a future procurement process. RAF may amend, withdraw or terminate this RFI process at any time without liability to respondents.

Interested Bidders are required to submit the following:

No.	Required	Submitted (Yes/No)
1. .	Bidder's proposal in respect of RAF requirements	
2.	Bidder's Pricing	
3.	Bidder's proposed team to support RAF requirements	
4.	Any additional information	

NB: The RAF reserves the right to use the bidders proposal in any other procurement method where required and may result in an award.