



**REQUEST FOR EXPRESSIONS OF INTEREST
(CONSULTING SERVICES – FIRMS SELECTION)**

Country: Ethiopia

Name of Project: The Building Institutions and Systems to Harness and Realize Agenda (BIASHARA) 2063 Project

Grant No: P180117

Assignment Title: Consultancy Services for Review of SAP HCM Time Management Configuration

Reference No. ET-AUC-426497-CS-QCBS

The African Union Commission has received financing from the World Bank toward the cost of *The Building Institutions and Systems to Harness and Realize Agenda (BIASHARA) 2063 Project*, and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include: to review SAP HCM Time & Payroll configuration in line with the envisaged Business processes and ensuring proper implementation of the new staff rules and regulations.

The detailed Terms of Reference (TOR) for the assignment are attached to this Request for Expressions of Interest.

The African Union Commission now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are:

- i. Be a certified SAP Implementation Partner or SAP preferred vendor with at least 10 years’ experience in similar works or projects.
- ii. Have completed at least 3 (Three) full cycle HCM implementations of SAP ECC 6.0 and above.
- iii. Have extensive implementation experience of SAP HCM Time Management including specific experience in configuration of Negative Time, Overtime calculation and development of PCRs for the Time Evaluation schemas
- iv. Development and deployment of FIORI Apps

Key Experts will not be evaluated at the shortlisting stage.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank’s “Procurement Regulations for IPF Borrowers” July 2016, revised November 2020 (“Procurement Regulations”), setting forth the World Bank’s policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the Consultants Quality and Cost-based Selection method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours *0900 to 1700 hours*.

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by e-mail) by **16 August 2024**.

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TERMS OF REFERENCE
SAP HCM TIME MANAGEMENT CONFIGURATION REVIEW CONSULTANCY
SERVICES

REFERENCE NO. ET-AUC-426497-CS-QCBS

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1. INTRODUCTION

The African Union (AU) was established as a unique Pan African continental body, charged with spearheading Africa's rapid integration and sustainable development by promoting unity, solidarity, cohesion and cooperation among the peoples of Africa and African States as well as developing a New Partnership worldwide. Its Headquarters is located in Addis Ababa, capital city of Ethiopia.

The African Union Commission (AUC), is the secretariat of the AU, which is the key organ playing a central role in the day-to-day management of the AU. Amongst other mandates, the AUC represents the Union and defends its interests; elaborates draft common positions of the Union; prepares strategic plans and studies for the consideration of the Executive Council; elaborates, promotes, coordinates and harmonizes the programmes and policies of the Union with those of the Regional Economic Commissions (RECs) and ensures the mainstreaming of gender in all programmes and activities of the Union.

2. PROJECT BACKGROUND

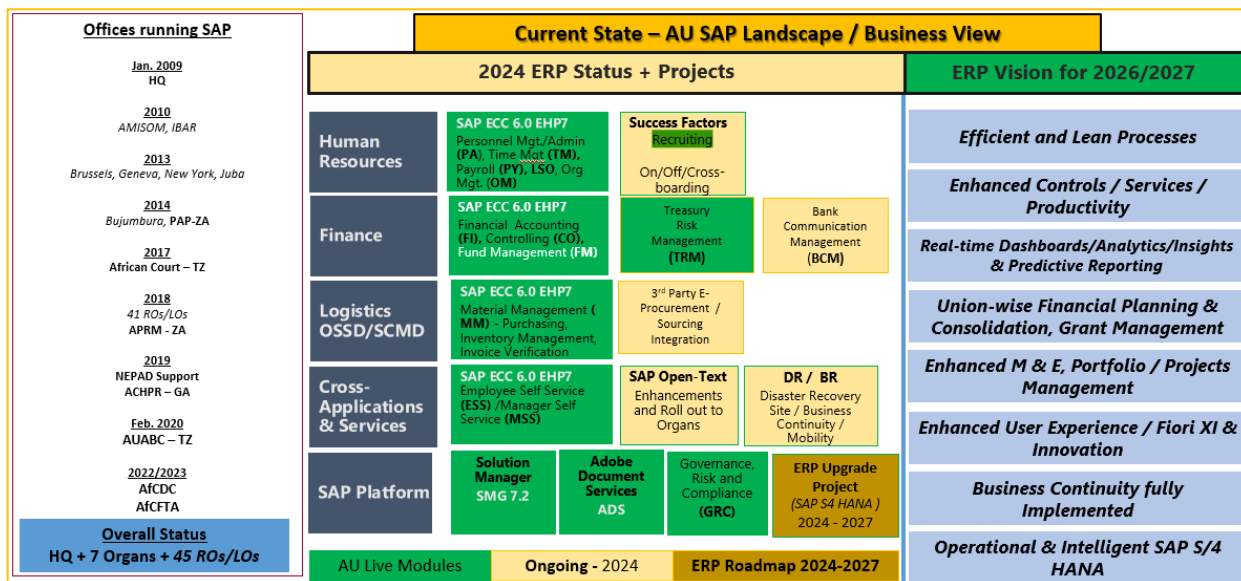
In 2008, AUC embarked on automation project and selected the SAP software to bring efficiency, transparency and accountability in business processes and information management. The project went live at the AUC in 2009, and with addition of several modules over the years, the system has since been rolled out to over 45 ROs/LOs and 8 Organs.

The African Union Commission (AUC) has implemented an Enterprise Resource Planning system, which runs on SAP ERP ECC 6, Enhancement Package Level 7 (EHP7) system having implemented the following key modules;

- a) Financial and Controlling (FI/CO) including Fund Management, Treasury Management, Bank Communication Management.
- b) Human Resource (Payroll, Time Management, Personnel Administration, Organization Management, & Personnel Development)
- c) Material Management (Purchasing and Inventory Management)
- d) Travel Management
- e) Employee and Manager Self Service
- f) Electronic Document Workflow (SAP Document Access solution)
- g) Integration with OpenText 10 for Document Archival
- h) Integration to SAP SuccessFactors Recruiting system and OffBoarding
- i) Integration with SAP Governance, Risk & Compliance system (GRC) for user management

j) Interface with other in-house applications e.g. Medical System, AMERT,

The diagram below depicts the current SAP landscape alongside AUC’s vision by 2026/2027.



Despite the numerous strides made with the implementation of the modules above, the current system has some gaps and challenges in terms of system utility, process integration, data issues, reporting and inflexibility to some needs of the organization. In cognizance of these gaps and in seeking to fully leverage the use of SAP within the Commission, there is therefore need to enhance/upgrade the ERP to a more robust system that will better meet the current and future needs.

To date, the approach to automation at the AUC has focused on the implementation of point solutions that do not adequately address the present needs of AU Business Units, ROs and Policy Organs as a whole. The solutions provided have essentially automated the existing manual processes rather than follow best practices. Lack of funds to adopt new SAP technologies has led to heavy customization of processes such as travel, financial management and reporting thus restricting the value that SAP can provide. Further, inadequate capacity building has rendered the ERP unit as a fire-fighter on day-to-day business support rather than the unit focusing on innovation to provide new solutions. There is great potential to maximize utility of SAP through varied and targeted training of both business users and the ERP team members.

To overcome the current business challenges outlined above, AU plans to upgrade the current legacy system to the next generation business suite that is envisaged to have built-in intelligent technologies, Innovation, enhanced system security, Lean & Efficient processes and advanced analytics that meets AU Business requirements.

As part of the preparatory activities for this upgrade, there is need for streamlining some key processes, workflows and redefinition of obsolete configurations that will improve on the data quality in readiness for migration to the upgraded solution.

3. AU CURRENT PAINS AND GAPS

Over time AU HR Processes and Business Requirements have changed necessitating changes to the SAP System. In certain instances, the processes in the SAP system have not fully accommodated procedures in HR and which has affected the efficiency of the system in supporting the day-to-day operations of HR. There is also a growing need for paperless transactions particularly with employee facing processes including providing capabilities for staff to attach relevant supporting documents. Moreover, a recent review of the Staff Rules and Regulations requires reconfiguration of various aspects of leave management module and its integration with Payroll.

In seeking to improve the responsiveness of the system to the aforementioned business needs, there is thus need to review the Time Management and Payroll configuration in line with the business requirements which will have been agreed upon and documented in the Business Blueprint. In implementing this new configuration, a key consideration will be to provide simple and intuitive solutions that are delivered through configuration rationale and with minimal need for development. This consideration will be critical in ensuring that the delivered solutions will be compatible with the envisaged future state of AUC's system landscape in SAP S/4 HANA.

In view of the above, the Commission is seeking services of a company that will complement the internal SAP Technical team to review SAP HCM Time & Payroll configuration in line with the envisaged Business processes and ensuring proper implementation of the new staff rules and regulations.

4. MERITS OF REVIEWING THE SAP TIME MANAGEMENT CONFIGURATION

- a) To ensure accurate computation of Leave Entitlements as per the Staff Rules & Regulations
- b) Improve the user experience in leave management through Employee Self-Services

- c) Increasing productivity for the HR department by eliminating paper-based processes in leave management
- d) Improve on reporting on Employee attendances, absences, overtime and time compensation
- e) Streamlining of daily payroll operations through automation of Overtime Payments reducing manual calculations and data entry

5. OBJECTIVE OF THE SERVICE

The primary goal of the assignment is to improve the legacy system by reviewing essential processes and settings to enhance the quality of data and prepare it for migration to the upgraded solution. To achieve this goal, AUC is looking for professional consultancy services from an SAP Support partner or a SAP Preferred-Vendor. Section seven (7) of this document provides the full list of required consultants and their minimum experience, skills and qualifications.

6. SCOPE OF SERVICES AND TASKS

The services to be rendered by the successful bidder will cover the HCM Time & Payroll configuration, integration Services and ABAP / FIORI Developments that will include reports, interfaces, enhancements, forms and workflows. The configuration scope will cover **8 Company Codes, 70 Personnel Areas grouped into 9 personnel area groupings.**

The major configuration review & deployment will include but not limited to the following: -

A. Time Management Module

- Time Data Recording and Administration
- Overtime Management
- Time Evaluation
- ESS / MSS / FIORI Apps – Working Time

B. Payroll Integration with Time Management

- Absence Valuation
- Overtime Valuation

The services will be classified in two categories as follows: -

Functional Consulting Services. The services in this category will include the following:-

- i. HCM Business process analysis and Business Blueprinting
- ii. SAP System configuration in above modules / sub modules.
- iii. System testing (Unit and Integration Testing)
- iv. Training Manuals, Business process and Configuration documentation
- v. Training / Knowledge transfer to internal SAP Technical Team.

Technical Consulting Services. The services in this category will include the following but not limited to:-

- vi. Development of workflows, forms and custom reports.
- vii. WebDynpro Development to support ESS/MSS Developments
- viii. FIORI Development to support deployment of ESS/MSS FIORI Apps
- ix. Technical documentation
- x. Training / Knowledge transfer to internal SAP Technical Team

This consultancy service is an on-site engagement and the proposed consultants (Experts 2 – 4) will be required to work from the AUC Offices based in Addis Ababa, Ethiopia.

7. DELIVERABLES FOR THE ASSIGNMENT

The specific deliverables for this engagement will include:

- a) Review of existing configuration of Absence Quotas and implementation of new changes;
- b) Configuration of new Absence Quotas;
- c) Review of Time Evaluation schema;
- d) Reconfigure implementation of Forfeiture of leave rules;
- e) Configuration of New Absence Types and deployment on ESS;
- f) Review and address ESS Leave issues
 - a. Validation of Leave Balance before submission - Staff should not be able to submit leave requests if they do not have enough leave days;
 - b. Enable deletion / change of submitted leave request and develop associated workflows;
 - c. Sort Leave History to view the latest requests on top of the list of absences;
 - d. On ESS request page, Half-day Leave shows as full days but after approval it updates correctly to backend as ½ day leave;
 - e. Address inability to forward leave to another approver;
 - f. Staff should not be able to submit leave requests multiple times with the same dates;

- g. Approver name not showing in Leave Overview Lane.
- g) Configuration / update of Payroll schema for Absence Valuation;
- h) Configuration of Overtime Management using negative time;
- i) Configuration of Leave Compensation for separating employees;
- j) Development of online form using SAP Processes & Forms for recording of resumption of duty after leave;
- k) Development of WRICEF's to support the Time Management modules – including review of existing workflows;

The following documents and activities will form part of deliverables.

- 1) A signed-off Business Blueprint document.
- 2) Test scripts for User Acceptance Testing and Sign off
- 3) Business and Technical documentation of the configuration review, new functionality and WRICEFs including list of Transport Request.
- 4) User Guides for all new functionality.
- 5) Training / Knowledge Transfer to SAP Technical Team
- 6) Acceptance document for fully working Functionality / Enhancement as per Business Requirements.

8. MANDATORY REQUIREMENTS OF THE FIRM

All respondents MUST:

- v. Be a certified SAP Implementation Partner or SAP preferred vendor with at least 10 years' experience in similar works or projects.
- vi. Have completed at least 3 (Three) full cycle HCM implementations of SAP ECC 6.0 and above.
- vii. Have extensive implementation experience of SAP HCM Time Management including specific experience in configuration of Negative Time, Overtime calculation and development of PCR's for the Time Evaluation schemas
- viii. Development and deployment of FIORI Apps
- ix. Provide consultants who have at least 5 years' experience in specific areas as specified in Section 7 (Seven) below.
- x. Provide an implementation plan with a firm GO LIVE date for any new functionality / enhancement.

9. TEAM COMPOSITION AND QUALIFICATIONS REQUIREMENTS OF THE CONSULTANT

9.1. KEY PERSONNEL

The African Union Commission desires to hire a competent firm with key professionals that have ample experience in organizing & managing works of similar nature for the required services. The firm will complement the internal SAP Technical team to review the HCM configuration. Accordingly, the AUC hereby proposes professionals that are deemed sufficient for the required services. To perform the assignment, the following key personnel will be required from up to the maximum Man-Month indicated below:-

No	Position / Qualifications	No
Key Expert 1:	Project Manager / Team Lead	1
Qualification and Skills	<ul style="list-style-type: none"> • With a Degree. • Project Management Certification with experience of 5+ years • Certification in at least one SAP Module with preference for SAP HCM or SAP Success Factors certification or related fields • Experience managing SAP projects • Good communication / interpersonal skills • Ability to co-ordinate and interact with multiple teams. • S/he shall provide the overall guidance to the project 	
Key Expert 2:	SAP HCM Time Consultant (Core HR)	1
Qualification and Skills	<ul style="list-style-type: none"> • SAP Certified HCM Consultant with at least 5 years' post certification HCM experience in configuration of the Time Management module. • Have completed at least 2 (Two) full cycle SAP ERP implementations preferably in Public Sector • Proven experience in configuration of core HCM Modules including Time Management (<i>Working Time, Time Evaluation, Overtime, ESS</i>) and Payroll among other HCM Modules. • Good communication / interpersonal skills 	

Key Expert 3:	SAP HCM Payroll Consultant (Payroll / Time)	1
	<ul style="list-style-type: none"> • SAP Certified HCM Consultant with at least 5 years’ post certification HCM Payroll experience including integration with Time Management. • Have completed at least 2 (Two) full cycle SAP ERP implementations preferably in Public Sector • Proven experience in HCM configuration of Payroll Modules including development of PCRs, Schemas and integration with Time Management • Good communication / interpersonal skills 	
Key Expert 4:	ABAP / FIORI Developer	1
	<ul style="list-style-type: none"> • SAP Certified HR ABAP / WebDynpro Consultant with at least 5 (Five) years’ experience in SAP ABAP development work in HCM and experience with FIORI Development or • SAP certified Consultant in UI5/Fiori development with at least 5 (Five) years’ experience in SAP UI5 / FIORI Development and ABAP development in HCM <ul style="list-style-type: none"> ○ Strong background in developing user-centric solutions using SAP UI5 technologies ○ Proven experience in configuration & customization of Fiori apps and Launchpad, FIORI app extensions ○ Proven experience in deployment of SAP Process & Forms using FIORI forms. • Proven ABAP Development experience including Dialog programming, Custom Workflow Development, Screen programming, Smartforms Development, BADIs, BAPI among others • Good communication / interpersonal skills 	

10.EVALUATION AND QUALIFICATION CRITERIA

For evaluation the following criteria will be applied:

- i. Specific Experience of the firm in providing similar services - **(10 Points)**
- ii. Qualifications and Experience of proposed staff (Marks will be allocated based on educational, relevant Certifications; Experience based on the related experience mentioned below) - **(45 Points)**
 - a. Expert 1**
 - i. Education: at least Bachelor's degree – 2 Marks
 - ii. Certification in Project Management (PMI-PMP/ Prince2) – 3 Marks
 - iii. Experience in managing similar projects – 5 Marks
 - iv. Experience in SAP Activate Methodology – 2 Marks
 - b. Expert 2 – 3**
 - i. Education: at least Bachelor's degree in HR/Public Administration/Social Science – 2 Marks
 - ii. Certification SAP HCM – 3 Marks
 - iii. Experience in Similar projects particularly in SAP Time Management and / or Payroll configuration – 6 Marks
 - c. Expert 4**
 - i. Education: at least Bachelor's degree in Information Systems/ Information Technology/Computer Science – 2 Marks
 - ii. Certification in SAP ABAP and/or Business Workflow – 3 Marks
 - iii. Experience in Similar projects particularly in SAP HR programming – 3 Marks
 - iv. Experience in deploying SAP Process & Forms using FIORI forms - 2 Marks
 - v. Experience in SAP FIORI Development – 1 Mark
- iii. Methodology and Work Plan - **(40 Points)**
 - a. Technical approach methodology – 25 Marks
 - b. Work plan - 10 Marks
 - c. Organization and staffing – 5 Marks
- iv. Firms from Africa - **(5 Points)**

11. TIMEFRAME AND SCHEDULE OF DELIVERABLES

The duration of the assignment is approximated to be 6 Calendar Months. The first five (5) months should be geared towards fully delivery of a working solution as enumerated in part 6 and 7 of this document. The intended commencement date is from 1st July 2024.

Item	Description of Deliverables	Duration
1	Requirements Gathering <i>Deliverables:</i> <ul style="list-style-type: none">• Project Charter Signed off• Business Blueprint Sign off	3 Weeks
2	Realization and Training <i>Deliverables:</i> <ul style="list-style-type: none">• System Configuration• Baseline Technical Documents• Test Scripts• User Guides	18 Weeks
3	Deployment / Go-live Support <i>Deliverables:</i> <ul style="list-style-type: none">• Go-live Support / Sign Off• Knowledge Transfer to the SAP Team / Sign off• Final System Configuration / Technical Documents• System Handover / Sign off	3 weeks

12. CLIENT INPUT AND REPORTING

The Consultants should report to the Head, Enterprise Resource Planning (ERP) Unit and should closely collaborate with the designated responsible staff.

On the other hand, the African Union will be responsible and make an endeavor to support the project by participating to fulfil the following:

- Involvement in all aspects of the services.
- Providing accurate and complete information, as needed.
- Making timely and effective completion of the responsibilities, as identified below.
- Provisioning the required prerequisite resources on time.
- Facilitate logistical issues to import and stage equipment.
- Providing timely decisions and approvals
- Completion of site readiness activities and facility setup

- All documents/objectives are accepted at time of delivery within a reasonable time frame.
 - Provide personnel who are knowledgeable about the current African Union's systems
 - Provide business user representatives as required by the project plan
 - Provide access to all necessary African Union work sites, systems logon and passwords
 - Provide access to other materials and resources as needed
 - Provide suitable work spaces with desks, chairs, telephones, etc.
 - Provide LAN connections giving the onsite team access to the Internet and e-mail.