



**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 ECC Quality Check and Configuration

Reference No. REF: ET-AUC-439256-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 get a health check for the existing Enterprise Resource Planning (ERP) system. Specifically to: -

- a) Ascertain whether there was any data loss in SAP ECC arising from the system restore following the 2023 cyber-attack that occurred.
- b) Conduct SAP readiness checks to ascertain AU readiness to move to SAP S4 HANA

The scope of the services include:

- i. Access System performance and responsiveness
- ii. Ascertain Data accuracy and consistency
- iii. Review Security measures and access control mechanisms
- iv. Review soundness of Integration with other systems and applications
- v. Evaluate the effectiveness and efficiency of deployed user interfaces and their ease of use
- vi. Review Compliance with regulatory requirements
- vii. Review adequacy of Backup and disaster recovery procedures

- viii. Evaluate soundness of customization and configuration settings to the organisational needs

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. The firm should have solid experience of performing system reviews and must have completed at least 3 (Three) System reviews of SAP ECC 6.0 and above.
- iii. Provide competent consultants who have at least 7 years’ experience in specific areas as specified in the TORs.

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 **02 September 2024**.

African Union Commission,
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TERMS OF REFERENCE

REF: ET-AUC-439256-CS-QCBS

**SAP ECC QUALITY CHECK AND CONFIGURATION REVIEW CONSULTANCY
SERVICES**

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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

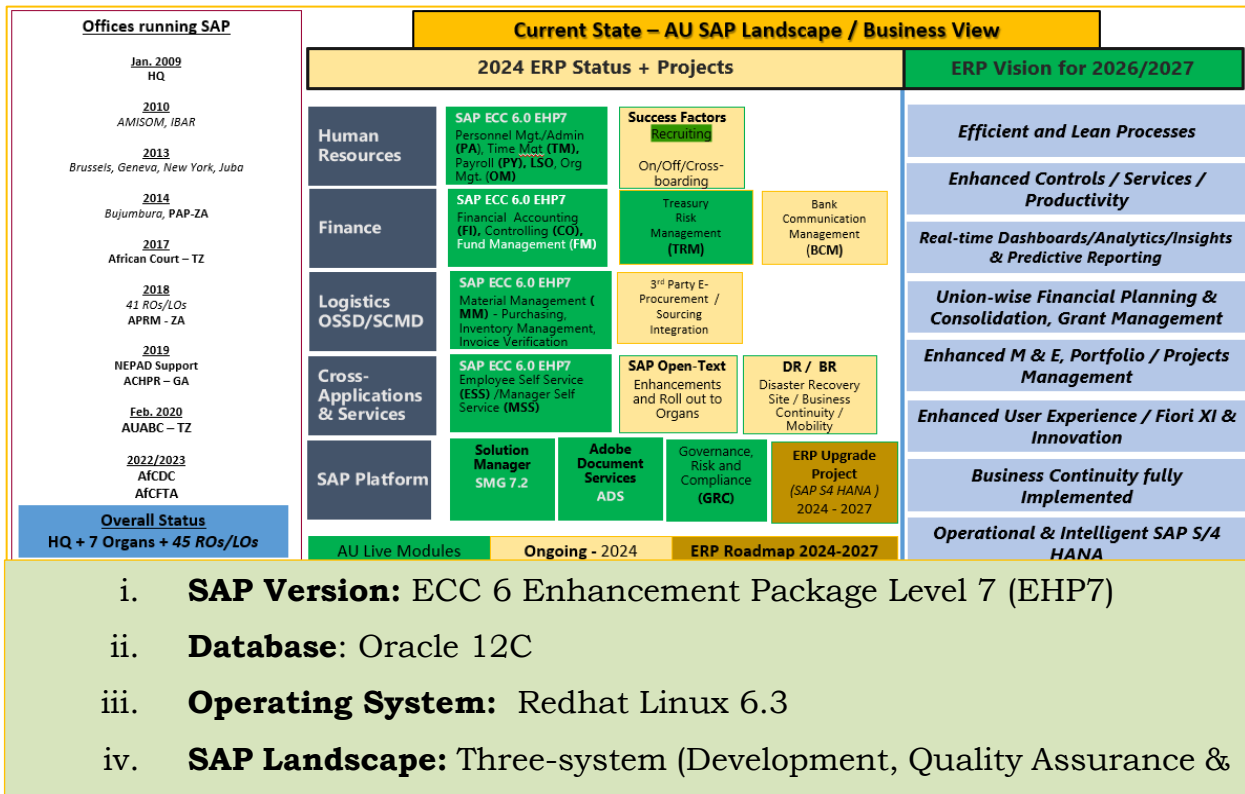
In 2008, AUC embarked on automation project and selected the SAP software to bring efficiency, transparency and accountability in business processes and information management. The project went live at the AUC in 2009, and with addition of several modules over the years, the system has since been rolled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

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 to do a system review to ascertain the health and maturity of the current system in readiness for migration to the upgraded solution.

3. MERITS OF REVIEWING THE SAP ECC MODULES

A system review is a health check for an Enterprise Resource Planning (ERP) system. The benefits expected from an independent ERP system review include but not limited to the following: -

- x. **Know the health of the system:** The first benefit of an ERP systems review is getting a chance to see the big-picture view. A check-up gives you an idea of how efficiently the system is working for your business.
- xi. **Know the maturity level:** An ERP system review assists with providing appropriate and measurable progress / maturity based on your history with the system. Pinpointing the maturity level of the system helps to accurately assess financial projections based on this feedback.
- xii. **Reduce downtime due to ERP performance issues:** ERP health checks provide information about what the business currently does and how to accurately reflect this in the ERP. In essence, the business resources get to collaborate directly on enhancing the overall system performance.

- xiii. **Ensure integrity of your data:** Running an ERP health check leads to improved data integrity, therefore increasing reporting accuracy and speed. Part of a typical check involves reviewing master data and transactional data files. Data owners get the chance to imagine implementing a 'clean' workable system.
- xiv. **Decide on next steps:** Ultimately the purpose of performing an ERP system check is to decide what to do next. There are three general outcomes: -
- ✓ **Status Quo:** Keep the system as is.
 - ✓ **Upgrade:** Move to an upgraded version of the system.
 - ✓ **New System:** Shop for a new system

4. OBJECTIVE OF THE SERVICE

The primary goal of the assignment is to get a health check for the existing Enterprise Resource Planning (ERP) system. Specifically to: -

- c) Ascertain whether there was any data loss in SAP ECC arising from the system restore following the 2023 cyber-attack that occurred.
- d) Conduct SAP readiness checks to ascertain AU readiness to move to SAP S4 HANA

To achieve this goal, AUC is looking for **services from an SAP Support partner or a competent Independent Vendor capable of doing ERP System reviews.** Section seven (7) and eight (8) of this document provides the requirements of the firm and consultants and their minimum experience, skills and qualifications.

This is purely a professional consultancy service. Any Licenses/ subscription or working tools related costs will be borne by the Vendor.

5. SCOPE OF SERVICES AND TASKS

The scope of the service is to thoroughly review all areas of the system to ensure that the SAP system is functioning effectively and meeting the needs of the organization considering best practices. The scope of the services includes:

- xv. Access System performance and responsiveness
- xvi. Ascertain Data accuracy and consistency
- xvii. Review Security measures and access control mechanisms
- xviii. Review soundness of Integration with other systems and applications
- xix. Evaluate the effectiveness and efficiency of deployed user interfaces and their ease of use
- xx. Review Compliance with regulatory requirements
- xxi. Review adequacy of Backup and disaster recovery procedures
- xxii. Evaluate soundness of customization and configuration settings to the organisational needs

This consultancy service is an on-site engagement (Except for the initial preliminary work and report writing) **and the proposed consultants (Experts) will be required to work from the AUC Offices based in Addis Ababa, Ethiopia.**

6. DELIVERABLES FOR THE ASSIGNMENT

The specific deliverables for this engagement will include:

Requirements Gathering Deliverables / Preliminary Report:

- i. Gathering information from Technical team
- ii. Gathering information from Business Process Owners (HQ and Organs) and top management
- iii. Technical Review of the SAP ECC System (Tables, Configuration and Customizations)
- iv. Prepare a preliminary report of the findings
- v. Present findings and draft report to the AUC technical team

Comprehensive Report and Knowledge Transfer

- i. Deliver a comprehensive report of the findings and recommendations
- ii. Present the technical findings and Recommendations to AUC ERP Team
- iii. Present the comprehensive report on findings and Recommendations to key stakeholders via a final workshop

7. MANDATORY REQUIREMENTS OF THE FIRM

All respondents MUST:

- iv. Be a certified SAP Implementation Partner or SAP preferred vendor with at least 10 years' experience in similar works or projects.
- v. The firm should have solid experience of performing system reviews and must have completed at least 3 (Three) System reviews of SAP ECC 6.0 and above.
- vi. Provide competent consultants who have at least 7 years' experience in specific areas as specified in Section 7 (Seven) below.

8. TEAM COMPOSITION AND QUALIFICATIONS REQUIREMENTS OF THE CONSULTANT

8.1. 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. Accordingly, the AUC hereby proposes professionals that are deemed sufficient for the required services. To perform the assignment, the following key personnel are proposed for the Assignment:

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No	Position / Qualifications	No
Key Expert 1:	Project Manager / Team Lead	1
Qualification and Skills	<ul style="list-style-type: none"> • With a Degree or Higher. • Project Management Certification with experience of 7+ years • Certification in at least one Technical domain (ABAP/BASIS) or Functional SAP Modules (Finance, HCM, Supply Chain Management) • 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 Finance including Fund Management Consultant	1
	<ul style="list-style-type: none"> • At least Bachelor's degree in Finance or related Field • SAP Certified Finance Consultant with at least 7 (Seven) years' post certification Finance experience including Fund Management and Travel Management. • Have completed at least 3(Three) full cycle SAP ERP implementations preferably in Public Sector 	

	<ul style="list-style-type: none"> • Proven experience in Finance / Fund Management configuration. • Good communication / interpersonal skills 	
Key Expert 3:	SAP HCM Consultant	1
Qualification and Skills	<ul style="list-style-type: none"> • At least Bachelor's degree in HR/Public Administration/Social Science • SAP Certified HCM Consultant with at least 7 (Seven) years' post certification HCM experience in configuration of the Time Management module. • Have completed at least 3 (Three) 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 including Travel Management. • Good communication / interpersonal skills 	
Key Expert 4:	SAP Material Management (MM) / Supply Chain Management (SCM) Consultant	1
	<ul style="list-style-type: none"> • At least Bachelor's degree in Business Administration, Management, Public Administration, Logistics and Supply Chain Management or related field • SAP Certified MM Consultant with at least 7 (Seven) years' post certification Supply Chain Management experience. • Have completed at least 3(Three) full cycle SAP ERP implementations preferably in Public Sector • Proven experience in MM / Supply Chain Management configuration • Good communication / interpersonal skills 	
Key Expert 4:	SAP BASIS Consultant	1

	<ul style="list-style-type: none"> • At least bachelor's degree in information systems/ information technology/computer science • SAP Certified BASIS Consultant with at least 7 (Seven) years' experience in SAP BASIS work including SAP Solution Manager • Experience in multi-landscape design solutions, architecture recommendations, and client strategies. • Experience in SAP system administration, monitoring, troubleshooting, and tuning of SAP systems. • Expertise in a broad range of SAP Products like S/4 HANA, BW, PI, Fiori, Ariba and latest products • Proven BASIS experience in System Reviews • Good communication / interpersonal skills 	
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8.2. PROPOSED TEAM OF CONSULTANTS

A detailed CV should be submitted for each expert included in the proposal. Having selected a firm partly on the basis of an evaluation of the key experts presented in the proposal, the firm is committed to execute the contract by these specific experts.

8.3. CLIENT'S INPUT AND REPORTING

The Consultants shall report to the Head of ERP Unit and shall closely collaborate with the designated responsible staff as determined by the Head of ERP Unit.

9. 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 (10 Points)

- i. Education: at least Bachelor's degree – 2 Marks
- ii. Certification in Project Management (PMI-PMP/ Prince2) – 2 Marks
- iii. Experience in managing similar projects – 5 Marks
- iv. Experience in SAP Activate Methodology – 1 Marks

b. Expert 2 (9 Points)

- i. Education: at least Bachelor's degree in Finance or related Field – 2 Marks
- ii. Certification in Finance or related field – 2 Marks
- iii. Experience in Similar projects particularly in SAP Finance / Fund Management / Travel Management– 5 Marks

c. Expert 3 (9 Points)

- i. Education: at least Bachelor's degree in HR/Public Administration/Social Science – 2 Marks
- ii. Certification in HR or related field – 2 Marks
- iii. Experience in Similar projects particularly in SAP core HR and / or Payroll configuration Finance / Travel Management– 5 Marks

d. Expert 4 (8 Points)

- i. Education: at least Bachelor's degree in Business Administration, Management, Public Administration, Logistics and Supply Chain Management or related field – 1 Marks
- ii. Certification in MM / SCM or related field – 2 Marks
- iii. Experience in Similar projects particularly in SAP MM Procurement and Sourcing– 5 Marks

e. Expert 5 (9 Points)

- xxiii. Education: at least bachelor's degree in information systems/ information technology/computer science – 2 Marks

- xxiv. Certification in SAP ABAP and/or Business Workflow – 3 Marks
- xxv. Experience in Similar projects particularly in SAP BASIS / Solution Manager – 4 Marks

- iii. Methodology and Work Plan - **(45 Points)**
- iv. Technical approach methodology – 25 Marks
- v. Work plan - 15 Marks
- vi. Organization and staffing – 5 Marks

10. TIMEFRAME AND SCHEDULE OF DELIVERABLES

The duration of the assignment is approximated to be between 6 to 8 Weeks. The intended commencement date is from 15th July 2024.

Item	Description of Deliverables	Duration
1	<p>Requirements Gathering / Preliminary Report Delivery</p> <p><i>Deliverables:</i></p> <ul style="list-style-type: none"> • Gathering information from Technical team • Gathering information from Business Process Owners and Supper users • Technical Review of the SAP ECC System (Tables, Configuration and Customizations) • Prepare a preliminary report • Present findings and draft report to the technical team 	3 Weeks
2	<p>Comprehensive Report and Knowledge Transfer</p> <p><i>Deliverables:</i></p> <ul style="list-style-type: none"> • Deliver a comprehensive report of the findings and recommendations • Prepare a training (Knowledge Transfer) plan • Deliver a Knowledge transfer sessions to the technical and Business Process Owners 	4 weeks

11. 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 endeavour 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.