



**REQUEST FOR EXPRESSIONS OF INTEREST
(CONSULTING SERVICES – FIRM 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 the Development of an ERP Roadmap and the Development of Terms of Reference for an ERP Upgrade Project

Reference No. ET-AUC-451962-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 chart the way forward towards optimization of ERP technology to maximize benefit realization for the AU. The consultancy consists of two main parts:

PART I: Develop a 5 years’ Roadmap / Strategy document: In preparation for the upgrade, it is necessary to develop a detailed ERP Roadmap that will clearly outline the path for a future state solution. This roadmap will serve as a comprehensive guide ensuring that ERP improvements and projects are aligned with future requirements. The five-year ERP Roadmap should, at a minimum, address the following: -

- Align the organization objectives (Agenda 2063, Moonshots, Strategic Objectives and Initiatives) with Business and IT objectives
- Outline a clear five-year plan, with key milestones, for the organization to reach the desired ERP future state
- Provide Recommendations and Way Forward

PART II: Development of detailed Terms of Reference for Consultancy services for the design, development, testing and commissioning of SAP S/4 HANA System: - Detailed functional and technical Terms of Reference (ToR) to be used as an input for the next phase of the project implementation. The TOR should, at a minimum, address the following: -

- Define Project objectives and scope.

- Define the current landscape, pains and gaps of the organization.
- Define functional and technical requirements for the project.
- Define evaluation criteria for Technical Proposals / Vendor Selection
- Define proposed implementation plan and Methodology.

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. The firm should have experience in building ERP Strategy and Roadmap development and must have completed at least 2 such assignments.
- ii. Be a certified SAP Implementation Partner or SAP preferred vendor with at least 10 years’ experience in similar works or projects.
- iii. 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.

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 **22 October 2024**.

African Union Commission,
Attn: Head of Supply Chain Management Division
Building C, 3rd Floor,
P.O Box 3243, Roosevelt Street
Addis Ababa, Ethiopia
Tel: +251 (0) 11 551 7700 – Ext 4305
Fax: +251 (0) 11 551 0442; +251 11-551-0430
E-mail: tender@africa-union.org

TERMS OF REFERENCE

**CONSULTANCY SERVICES FOR THE DEVELOPMENT OF AN ERP ROADMAP
AND THE DEVELOPMENT OF TERMS OF REFERENCE FOR AN ERP UPGRADE
PROJECT**

REF: ET-AUC-451962-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 Regional and Liaison Offices and 8 African Union 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 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.

Offices running SAP		Current State – AU SAP Landscape / Business View																											
<p>Jan. 2009 HQ</p> <p>2010 AMISOM, IBAR</p> <p>2013 Brussels, Geneva, New York, Juba</p> <p>2014 Bujumbura, PAP-ZA</p> <p>2017 African Court – TZ</p> <p>2018 41 ROs/LOs APRM – ZA</p> <p>2019 NEPAD Support ACHPR – GA</p> <p>Feb. 2020 AUABC – TZ</p> <p>2022/2023 AfCDC AfCFTA</p> <p>Overall Status HQ + 7 Organs + 45 ROs/LOs</p>	<p>2024 ERP Status + Projects</p> <table border="1"> <tr> <td>Human Resources</td> <td>SAP ECC 6.0 EHP7 Personnel Mgt./Admin (PA), Time Mat (TM), Payroll (PY), ISO, Org Mgt. (OM)</td> <td>Success Factors Recruiting On/Off/Cross-boarding</td> <td></td> </tr> <tr> <td>Finance</td> <td>SAP ECC 6.0 EHP7 Financial Accounting (FI), Controlling (CO), Fund Management (FM)</td> <td>Treasury Risk Management (TRM)</td> <td>Bank Communication Management (BCM)</td> </tr> <tr> <td>Logistics OSSD/SCMD</td> <td>SAP ECC 6.0 EHP7 Material Management (MM) - Purchasing, Inventory Management, Invoice Verification</td> <td>3rd Party E-Procurement / Sourcing Integration</td> <td></td> </tr> <tr> <td>Cross-Applications & Services</td> <td>SAP ECC 6.0 EHP7 Employee Self Service (ESS) / Manager Self Service (MSS)</td> <td>SAP Open-Text Enhancements and Roll out to Organs</td> <td>DR / BR Disaster Recovery Site / Business Continuity / Mobility</td> </tr> <tr> <td>SAP Platform</td> <td>Solution Manager SMG 7.2</td> <td>Adobe Document Services ADS</td> <td>Governance, Risk and Compliance (GRC)</td> </tr> <tr> <td></td> <td></td> <td></td> <td>ERP Upgrade Project (SAP S4 HANA) 2024 - 2027</td> </tr> </table>			Human Resources	SAP ECC 6.0 EHP7 Personnel Mgt./Admin (PA), Time Mat (TM), Payroll (PY), ISO, Org Mgt. (OM)	Success Factors Recruiting On/Off/Cross-boarding		Finance	SAP ECC 6.0 EHP7 Financial Accounting (FI), Controlling (CO), Fund Management (FM)	Treasury Risk Management (TRM)	Bank Communication Management (BCM)	Logistics OSSD/SCMD	SAP ECC 6.0 EHP7 Material Management (MM) - Purchasing, Inventory Management, Invoice Verification	3 rd Party E-Procurement / Sourcing Integration		Cross-Applications & Services	SAP ECC 6.0 EHP7 Employee Self Service (ESS) / Manager Self Service (MSS)	SAP Open-Text Enhancements and Roll out to Organs	DR / BR Disaster Recovery Site / Business Continuity / Mobility	SAP Platform	Solution Manager SMG 7.2	Adobe Document Services ADS	Governance, Risk and Compliance (GRC)				ERP Upgrade Project (SAP S4 HANA) 2024 - 2027	<p>ERP Vision for 2026/2027</p> <p>Efficient and Lean Processes</p> <p>Enhanced Controls / Services / Productivity</p> <p>Real-time Dashboards/Analytics/Insights & Predictive Reporting</p> <p>Union-wise Financial Planning & Consolidation, Grant Management</p> <p>Enhanced M & E, Portfolio / Projects Management</p> <p>Enhanced User Experience / Fiori XI & Innovation</p> <p>Business Continuity fully Implemented</p> <p>Operational & Intelligent SAP S/4 HANA</p>	
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	AU Live Modules	Ongoing - 2024	ERP Roadmap 2024-2027																										
<ul style="list-style-type: none"> SAP Version: ECC 6 Enhancement Package Level 7 (EHP7) Database: Oracle 12C Operating System: Redhat Linux 6.3 SAP Landscape: Three-system (Development, Quality Assurance & Production) 																													

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

To overcome the current business challenges outlined above, the AU wishes 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’s business requirements.

3. OBJECTIVE OF THE ASSIGNMENT

The main objective of the project is to chart the way forward towards optimization of ERP technology to maximize benefit realization for the AU. The assignment serves as the foundation of the planned implementation of the next generation SAP Business Suite that aims to help the AU realize its digital transformation goal.

4. SCOPE OF WORK

The consultancy consists of two main parts: -

PART I: Develop a 5 years' Roadmap / Strategy document: In preparation for the upgrade, it is necessary to develop a detailed ERP Roadmap that will clearly outline the path for a future state solution. This roadmap will serve as a comprehensive guide ensuring that ERP improvements and projects are aligned with future requirements. The five-year ERP Roadmap should, at a minimum, address the following: -

- Align the organization objectives (Agenda 2063, Moonshots, Strategic Objectives and Initiatives) with Business and IT objectives
- Outline a clear five-year plan, with key milestones, for the organization to reach the desired ERP future state
- Provide Recommendations and Way Forward

PART II: Development of detailed Terms of Reference for Consultancy services for the design, development, testing and commissioning of SAP S/4 HANA System: - Detailed functional and technical Terms of Reference (ToR) to be used as an input for the next phase of the project implementation. The TOR should, at a minimum, address the following: -

- Define Project objectives and scope.
- Define the current landscape, pains and gaps of the organization.
- Define functional and technical requirements for the project.
- Define evaluation criteria for Technical Proposals / Vendor Selection
- Define proposed implementation plan and Methodology.

Key Tasks and Activities

The key tasks and main activities of the project will be broken into phases as follows: -

Phase 1: Assessment / Discovery Phase

During this phase, the team of consultants will engage extensively with the key stakeholders to gather requirements and all necessary information they require for the assignment.

The key activities in this phase include the following: -

Conduct Discovery Workshops - intensive workshops that bring together the Consultants and AUC personnel / Stakeholders for requirements gathering. The consultants should engage with key stakeholders from different departments to gather their requirements and expectations from the new ERP system.

"As Is" Situation. A description of the status in the organization, including but not limited to the following: -

- a. Functionalities in use
- b. Business Pains and Gaps
- c. Technology in use
- d. Hardware in use
- e. Security Controls in place
- f. Backup / Restore / Disaster Recovery / Business Continuity measures in place.
- g. Licenses / Subscriptions in use

"Future State" Situation. A description of future desire state which should include but not limited to,

- a. Desired solutions and functionalities to match the business pains and gaps.
- b. Desired Technology / Infrastructure
- c. Transitions option.
- d. Deployment options
- e. Implementation Strategy / Methodology

Develop and submit an Inception Report. Based on outcome of the Discovery workshops, the firm / consultants should prepare an inception report which should include the following sections as part of a consolidated report or as two distinct reports -

Skeleton 5 years Roadmap / Strategy document. A high-level Report that outlines the essential elements and section to be included in the 5 years Roadmap / Strategy document.

High-Level TOR for project implementation. Description of high-level element of the desired Terms of reference.

Phase 2: Report Writing and Submission of Reports.

During the second phase of the project, the team of consultants will mainly be designing and developing their reports and verifying any ambiguous information they may have received. The two categories of activities are grouped as follows: -

- i. **Development of a five-year ERP Roadmap / Strategy Document** – The detailed five-year **Roadmap / Strategy Document** that should capture the following based on discovery Workshop requirements gathering: -
 - a. Strategic Plan / Alignment of organizations objectives and Business Objectives
 - b. Current State Assessment/ As-Is situation (Software, Hardware, Technology, Security)
 - c. Future State/Desired future situation - "To be" State.

- d. Gaps Analysis
 - e. Stakeholders Analysis
 - f. Change Management
 - g. Implementation Strategy / Methodology
 - h. Risk Management
 - i. Resources Requirements - Funding, People and Project management Tools, 3rd Parties, Licenses & Subscriptions
 - j. Recommendations and Way-Forward
 - k. Next Steps
- ii. **Development of Terms of Reference for Project Implementation** – The detailed TOR should capture the following based on discovery Workshop requirements gathering: -
- a. Objectives of the Project
 - b. Scope of the Project
 - c. Functional and Technical Requirements for the project
 - d. Propose Implementation plan and Methodology.
 - e.
 - f. Firm and Experts Qualifications and Experience for the assignment.
 - g. Evaluation Criteria for Vendor Selection
 - h. Recommendations and Way-Forward
 - i. Next Steps
- iii. **Wrap-up Event** – The Consultants will organize a final wrap-up event in form of a 3 to 5 Days Workshop for to present their reports to key stakeholders and management. The aim of the workshop will be for the consultants to: -
- a. Present their Findings / Reports for Validation by the key stakeholders.
 - b. Underline the impact and importance of the roadmap to the AUC.
 - c. Present recommendations and Way forward
 - d. Submit the final reports upon consideration of any inputs from the workshop.
 - e. Detailed 5 Years ERP Roadmap / Strategy document (Separate document)
 - f. Detailed Terms of Reference for Project Implementation (Separate document)

5. DELIVERABLES OF THE ASSIGNMENT

The specific deliverables for this engagement will include:

Item	Description of Deliverables	Duration
1	Requirements Gathering / Preliminary Report Delivery	3 Weeks

	<p><u>Deliverables:</u></p> <p>Inception report for the ERP Roadmap as outlined in Section 5 on deliverables of the assignment.</p> <p>High-Level Terms of reference for project Implementation as outlined in Section 5 on deliverables of the assignment</p>	
2	<p>Submission of Comprehensive Reports</p> <p><u>Deliverables:</u></p> <p>Comprehensive 5 Years ERP Roadmap / Strategy Document as outlined in Section 5 on deliverables of the assignment.</p> <p>Detailed Terms of Reference for project implementation as outlined in Section 5 on deliverables of the assignment</p>	5 Weeks

6. QUALIFICATION REQUIREMENTS OF THE FIRM

Mandatory Requirements:

- i. The firm should have experience in building ERP Strategy and Roadmap development and must have completed at least 2 such assignments.
- ii. Be a certified SAP Implementation Partner or SAP preferred vendor with at least 10 years' experience in similar works or projects.
- iii. 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.
- iv. Provide competent consultants who have at least 7 years' experience in specific areas as specified in Section 7 (Seven) below.

7. TEAM COMPOSITION

Key Personnel: To perform the assignment, the following minimum personnel will be required.

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. • Professional Certification in Project Management. • Project Management experience of 7+ years • Certification in at least one Technical domain (ABAP/BASIS) or Functional SAP Modules (Finance, HCM, Supply Chain Management, Project Systems) • Experience managing SAP projects. 	

	<ul style="list-style-type: none"> • 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, Business planning & Consolidation, Grants Management, Project Systems, and Travel Management. • 7+ years' experience in Finance Business Process Reengineering. Professional Certification in Business Analysis an added Advantage. • Have completed at least 3(Three) full cycle SAP ERP implementations preferably in Public Sector • Experience in SAP S4 HANA Finance Projects implementation. • Experience in Finance Process Analysis and Mapping. • 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 • 7+ years' experience in HR Business Process Reengineering. Professional Certification in Business Analysis an added Advantage • Have completed at least 3 (Three) full cycle SAP ERP implementations preferably in Public Sector • Experience in SAP S4 HANA / SuccessFactors HCM Projects Implementation. • Experience in HR Process Analysis and Mapping • 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 	

	<ul style="list-style-type: none"> • SAP Certified Material Management (MM) Consultant with at least 7 (Seven) years' post certification Supply Chain Management (SCM) experience. • 7+ years' experience in SCM Business Process Reengineering. Professional Certification in Business Analysis an added Advantage • Have completed at least 3(Three) full cycle SAP ERP implementations preferably in Public Sector • Proven experience in MM / SCM Management configuration • Experience in SAP S4 HANA MM/SCM Projects implementation • Experience in MM/SCM Process Analysis and Mapping • 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 	

8. DURATION

The duration of the assignment is approximated to be between 8 Weeks.

9. PAYMENT

The consultant shall be paid on a lumpsum basis based on the deliverables

10. REPORTING

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

11. CLIENT INPUT

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.