

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ



## Ministry of Finance

Male'  
Republic of Maldives

ދިވެހިރާއްޖޭގެ  
މިނިސްޓްރީ ޖަދުވަލު

### Terms of Reference for

### Consultancy Services for Conducting a Gap Analysis and Preparing a Business Requirement Document for the Modernization and Transition to SAP S/4HANA.

*Project Number: PC/13/2024/C-01*

*Reference Number: (IUL)13-E/13/2024/6*

#### I. Background:

In 2009, the Government of Maldives (GoM) successfully implemented the Public Accounting System (PAS), an ERP solution System by System, Application, and Product (SAP). This marked a significant milestone in enhancing financial management within the government. The GoM implemented several SAP system modules, including Financial Accounting (FI), Controlling (CO), Materials Management (MM), Human Capital Management (HCM), Project System (PS), Business Intelligence (BI), Business Planning and Consolidation (BPC), and the Tax and Revenue Management (TRM) module implemented at MIRA. Currently, the PAS has been rolled out to over 180 business areas and has been fully implemented in agencies based in Male' City. It's also operational in five tertiary hospitals located in the Atolls, specifically in S. Atoll, Gdh. Atoll, L. Atoll, Hdh. Atoll, and R. Atoll.

Despite this achievement, challenges persist in attaining real-time information and obtaining a comprehensive overview of government operations. As technology has advanced, SAP has introduced a new cloud-based ERP solution called S/4HANA Cloud. Presently, SAP has ceased further development of the existing SAP ECC 6.0 system, with support scheduled for discontinuation after 2027. This poses a significant risk for the Ministry of Finance (MoF), as it faces the prospect of operating the Public Accounting System on an obsolete and unsupported software platform. To address this, we are actively considering the adoption of S/4HANA Cloud.

The MoF is in the process of migrating its current SAP system to SAP S/4HANA and requires expertise to assist in the migration. Specifically, there is a need to conduct a gap analysis of the current business processes in the GoM's financial management system. Additionally, the objective is to formulate a detailed requirement documents aimed at transitioning to S/4HANA Cloud. Currently, the GoM relies on SAP ECC 6.0 with Oracle as the underlying database for its financial management functions. Notably, the government operates two separate SAP instances: one at MoF and another at MIRA.



## II. Objective:

The primary objective of this consultancy is to conduct a comprehensive gap analysis of existing processes, determine the specific requirements for GOM's transition to S/4HANA, and develop detailed requirement documents for its implementation within the public sector.

## III. Scope of Work:

### 1. Requirement Gathering:

- **Stakeholder Interviews & Workshops:** Engage with key business users, IT teams, and management to gather information about current business processes, pain points, and desired outcomes post-migration.
- **As-Is Study & Process Documentation:** Study the current business processes in the existing SAP system, ensuring all unique and business-critical functionalities are captured in the process documentation.
- **Customization and Extensions Review:** Examine the current SAP environment to identify custom developments, user exits, Business Add-Ins (BADIs), or any Z-programs that need to be considered during the conversion

### 2. Gap Analysis:

- **Functional Analysis:** Compare the capabilities of the current SAP environment with the functionalities of S/4HANA and its best practices, focusing on determining which processes will be impacted and improved during the S/4HANA implementation
- **Technical Analysis:** Evaluate the system's technical readiness, hardware sizing, examining database size, custom codes, any deprecated transactions, and potential data migration challenges.
- **Risk Assessment:** Identify and document potential risks that may arise during the conversion and recommend mitigation strategies.

### 3. Recommendation:

- **Conversion Path:** Suggest the most suitable approach for conversion, be it a brownfield or greenfield approach, considering the organization's unique needs and challenges.
- **Best Practices:** Recommend best practices derived from past S/4HANA migrations, industry standards, and SAP guidelines to ensure a smooth transition.
- **Prioritization:** Offer a roadmap that prioritizes tasks based on business impact, technical dependencies, and potential risks



#### 4. Documentation:

- **Findings Report:** Consolidate all insights from the requirement gathering and gap analysis phases, documenting the current state, future state, and all identified gaps. Prepare a high-level Business Requirement Document that includes key additional requirements to be addressed during the S/4HANA Cloud implementation.
- **Stakeholder Presentation:** Prepare a presentation tailored for stakeholder understanding, highlighting key findings, proposed recommendations, and the migration path.

### IV. Deliverables:

#### 1. Requirement Gathering Document:

A detailed document capturing all business processes, unique customizations, and essential integrations. It should serve as a foundational document for all future conversion activities.

#### 2. SAP S/4HANA Gap Analysis Report:

A comprehensive report detailing all identified functional and technical gaps between the current system and S/4HANA. This report should also include a risk assessment section with proposed mitigation strategies

#### 3. Conversion and Upgrade Strategy Document:

A roadmap for the migration process should outline the steps, timelines, and necessary resources for implementation (S/4HANA Migration Plan). This includes a High-Level Business Requirement Document (BRD). It should also provide recommended strategies for addressing each identified gap and risk.

### V. Requirement of the Firm

1. Minimum Seven (7) years of experience with SAP implementations and upgrades, with specific expertise in SAP S/4HANA.
2. Proven track record in requirement gathering and gap analysis.
3. Strong knowledge of SAP modules relevant to the organization's industry and operations.
4. Experience in working with Government agencies will be considered an added advantage

The firm is expected to provide references for related work undertaken recently as supporting information.



## VI. Required Expertise of the Consultants:

### 1. Technical Expertise:

- a. **SAP S/4HANA Proficiency:** Familiarity with SAP S/4HANA's technical architecture, capabilities, and differences from traditional SAP ERP systems.
- b. **Database Management:** A comprehensive understanding of the SAP HANA database, its structure, optimization techniques, and capabilities.
- c. **Custom Code Adaptation:** Expertise in transitioning custom codes (ABAP) to meet SAP S/4HANA requirements, and the ability to identify deprecated functionalities.
- d. **Data Migration:** Hands-on experience with data migration tools, including the SAP Data Migration Cockpit or other equivalent tools.
- e. **Integration:** Mastery in integrating both SAP and non-SAP systems, with a focus on cloud integrations using tools such as SAP Cloud Platform Integration (CPI) or equivalent.

### 2. Functional Expertise:

- a. **Module-specific Knowledge:** Deep understanding of the key SAP modules that align with the organization's operations, like MM, FI, CO, HCM, or any other modules relevant to the public sector.
- b. **Business Process Acumen:** Proficiency in mapping organizational business processes to SAP functionalities and identifying areas of process optimization.
- c. **S/4HANA Innovations:** Awareness and understanding of the novel features and capabilities introduced in S/4HANA.
- d. **Public Sector Accounting and Financial Management:** The consultant should possess extensive knowledge of government accounting and financial management practices and systems. This includes planning, budgeting, treasury functions (both revenue and payments, inclusive of payroll), accounting, reporting, and auditing. The consultant should have: (i) At least 10 years of experience in public sector accounting, (ii) A minimum of 8 years of operational experience in the design and implementation of integrated public accounting and financial management systems using commercial off-the-shelf (COTS) package. Familiarity with public sector accounting/financial management policies, procedures, and systems, especially in regions or governments similar to the Maldives, will be deemed highly advantageous.



### 3. Project Management Skills:

- a. **Stakeholder Management:** Strong communication skills, ensuring both technical teams and business stakeholders are aligned and informed throughout the project.
- b. **Risk Management:** Proactive identification, evaluation, and development of mitigation strategies for potential project risks.
- c. **Time Management:** Demonstrated expertise in adhering to schedules, prioritizing tasks, and ensuring project milestones are met on time.

### 4. Certifications and Training:

- a. **SAP S/4HANA Certification:** Preferably, consultants should be certified in SAP S/4HANA in domains related to the project's scope.
- b. **Certified Information Systems Security Professional (CISSP):** The consultant should be certified in CISSP

### 5. Industry-specific Knowledge:

- a. **Industry Best Practices:** A robust understanding of best practices for the public sector, ensuring alignment of the SAP solution with industry norms.
- b. **Regulatory Compliance:** Familiarity with public sector regulations, ensuring that the SAP System adjustments align with these regulatory necessities.

## VII. Reporting Requirements

1. The Consultant will work in coordination with the Public Finance Development Service and the Treasury and Public Accounts Department of MoF, and will report to both the Accountant General and the Chief Information Officer.
2. The Consultant will be required to work both off-site and on-site during the period of the contract.
3. Documentations of tasks carried out under the contract shall be prepared separately for each agency involved in that particular task.

## VIII. Duration and Commencement of contract

This consultancy is expected to commence in January/February 2024, and the duration of the contract will be three months.

## IX. Documents to be presented with the proposal

1. Priced Proposal
2. Company Profile
3. Copy of Company Registration Certificate



4. Copy of GST Registration Certificate
5. Experience Letters or Work Completion Letters Related to this Proposal
6. Reference for Financial Capacity (Audited Financial Statements for Year 2022 and 2021)
7. Copies of Academic and Professional Certificate, CVs of Key Personnel Involved in the Project, and Their Roles

## X. Evaluation Criteria

Criteria	Marks Awarded		
Price	40%		
Technical Experience and Expertise	35%		
Technical Capacity of the Team	25%	Qualifications of Team	10%
		SAP S/4HANA Certified	10%
		Coverage of All Required Areas	5%

## XI. Bid Registration

1. Interested bidders shall be registered to submit a bid. Registration will be open from the time of the publishing of this invitation until, **13:00hrs of 18<sup>th</sup> January 2024** via Email to [procurement@finance.gov.mv](mailto:procurement@finance.gov.mv) stating the following information:
  - a) Reference No. of this invitation:
  - b) Project Name:
  - c) Company Name:
  - d) Contact Person:
  - e) Contact Number:
  - f) Email Address:
2. This tender is only open for registered parties.

## XII. Bid Security

1. The bid security of **MVR 20,000.00 (Twenty Thousand)** is required for the project. The bid security shall be valid for 118 days from the date of the bid opening.



### **XIII. Bid Validity**

1. The bid shall be valid for 90 days from the date of the bid opening.

### **XIV. Bid Opening**

#### **1. Pre-bid Meeting.**

We will not have a physical pre-bid meeting. All interested bidders can mail to [procurement@finance.gov.mv](mailto:procurement@finance.gov.mv) for any clarifications with regard to the TOR before 14<sup>th</sup> January 2024, 14:00. Clarifications will be mailed to the registered bidders before 18<sup>th</sup> January 2024, 16:00.

#### **2. Submission of Envelopes and documents**

All sealed envelopes with required documents must be submitted to the MOF on or before 22<sup>nd</sup> January 2024, 13:30 hrs. Late bids will be rejected.

#### **Bid Opening:**

***Venue: Ministry of Finance, 6<sup>th</sup> Floor, Conference Room***

***Date: 22<sup>nd</sup> January 2024***

***Time: 13:30***

