

ECOLink Management at ECOWAS COMMISSION

Recruitment of Consulting Firm for Migration of SAP ECC 6.0 to SAP S/4HANA

Abuja, Nigeria

TERMS OF REFERENCE

1. Background Information

The Economic Community of West African States (ECOWAS) is a regional group of twelve countries, founded in 1975. Its mission is to promote economic integration in all fields of economic activity, particularly industry, transport, telecommunications, energy, agriculture, natural resources, commerce, monetary and financial questions, social and cultural matters.

The treaty signed by ECOWAS Heads of State and Government created the key organs to provide general policy guidelines and direction as well as the following Institutions, Agencies and Offices to work in synergy with Member States, sister institutions, the African Union, civil society organizations, the private sector, and development partners to ensure a cost effective, accelerated and optimal attainment of the set objectives.

Following institutions and agencies form ECOWAS:

- ECOWAS Commission
- Community Parliament
- Community Court of Justice
- Inter-Governmental Action Group against Money Laundering and Terrorism Financing in West Africa (GIABA)
- West African Health Organization (WAHO)
- Office of the Auditor General (OAG)

Agencies and Offices set-up under the Institutions include:

- ECOWAS Gender Development Centre (EGDC)
- ECOWAS Youth & Sports Development Centre (EYSDC)
- Water Resources Coordination Centre (EWRC)
- Project Preparation and Development Unit (PPDU)
- Regional Agency for Agriculture and Food (RAAF)
- Ecowas Centre for Renewable Energy and Energy Efficiency (ECREEE)
- ECOWAS Regional Electricity Regulatory Authority (ERERA)
- Regional Animal Health Center (RAHC)

- ECOWAS Regional Competition Authority (ERCA)
- Regional Centre for Surveillance and Disease Control (RCSDC)

ECOWAS has a resident representative office in each of the following countries and organization: Togo, Capo-Verde, Ghana, Cote d'Ivoire, The Gambia, Liberia, Guinea Bissau, Guinea, United Nation, European Union, Senegal, African Union, Benin, Sierra-Leone

ECOWAS has implemented the following SAP modules of SAP ERP 6.0, to provide integrated enterprise resource planning and management:

- Financial Accounting (FI)
- Controlling (CO)
- Funds Management (FM)
- Grants Management (GM)
- Materials Management (MM)
- Human Capital Management (HCM) incl. Employee Self Service and [ESS]Manager Self Service [MSS]
- Travel Management (TVM)

ECOWAS is still implementing other SAP modules and solutions.

The Department of Internal Services of ECOWAS Commission is seeking proposals from qualified firms to provide the migration of its SAP ECC 6.0 Ehp 6 to the latest SAP S/4HANA. The required services and performance conditions are described in the Scope of Work.

2. OBJECTIVE

The objective of this implementation service is to technically migrate from SAP ECC 6.0 Ehp 6 to the latest version of SAP S/4HANA. As part of its strategic agenda, ECOWAS desire to embark on a Technical Conversion of its SAP ECC 6.0 to latest version of SAP S/4HANA. This would include.

- Technical upgrade/conversion of the existing SAP ECC 6.0 EHP 6 landscape to the latest SAP S/4HANA.
- Implement the latest version of SAP S/4HANA across ECOWAS Community i.e. ECOWAS Commission, ECOWAS Institutions, Agencies and Offices as listed in the background information section as above.
- Technical Assessment of the infrastructure (Network, Memory, Storage Size, Processors, etc.) including sizing, performance aspects required for a successful migration and sustainable support of the system.
- Upgrade of the Sybase Database to HANA.
- Database Consolidation for all the Business Applications to the same relevant SAP S/4HANA Database i.e. consolidate applications on Sybase and HANA to a single HANA Database.
- Modernize SAP user experience with the transition from SAP GUI to SAP Fiori for role-based, responsive, and intuitive user interfaces.
- There would be no alteration to our existing processes configured after migration to the new SAP S/4HANA.

- Effective and engaging change management to deepen adoption and enable our users on the newly deployed SAP S/4HANA.

3. SCOPE OF THE SERVICES

ECOWAS wishes to appoint a firm to help with the Migration of its SAP ECC 6.0 to the latest version of SAP S/4HANA in compliance with the scope of work described below.

Whilst every attempt is made to provide accurate information in the Scope of Work, this information is indicative and not exhaustive so it remains the firm's responsibility to identify all tasks which shall be undertaken and all equipment and materials which shall be supplied to carry out the work as necessary for the scheduled completion of the project according to the requirements of ECOWAS.

Technical Scope

The **technical scope of work** to be delivered by the contractor based on the above SAP modules include:

- **System Analysis and Readiness Check**
 - Analyze ECOWAS existing SAP ECC system to assess its readiness for conversion to SAP S/4HANA. This includes checking system version, Unicode compliance, customizations, add-on etc.
 - Develop preliminary technical upgrade plan.
 - Develop the Simplification Item Check of our SAP ECC by analyzing the simplification items in SAP S/4HANA so as to identify any functionalities that have changed or been removed. This will help ECOWAS to understand the potential impact on its current business processes and customizations.
 - Custom Code Analysis and Remediation to help analyze ECOWAS custom code to ensure compatibility with S/4HANA i.e. Z-Code Programs, Function Modules, Tables, IDocs, Workflows, LSMW etc.
 - Technical sizing of the hardware and data to ensure it meets the requirements for S/4HANA. Evaluate current infrastructure and sizing: Assess hardware, software, network and storage configuration to ensure compatibility with the Cloud Data Center.
 - Assess Cloud Data Centre Provider's infrastructure for performance, scalability, security, compliance, and cost-effectiveness.
 - Technical Requirement analysis, review of the technical architecture, review of high level and detailed design document, including S/4HANA application and interfaces.
 - Perform or simulate a Mock Trial Migration in a Sandbox system.
- **System Upgrade**
 - Migrate from ECC 6.0 EhP 6 to the latest SAP S/4HANA
 - Migration of SAP ECC to the latest S/4HANA on a single, unified landscape as the target architecture on cloud or hybrid (mix of private cloud and on prem) platform replicated across the 3 tier landscape systems, i.e., Development, QA and Production.
 - Technical and data conversions from SAP ECC to S/4 HANA on cloud data center, using "best in class" processes and features of the SAP S/4 HANA solution.
 - Landscape deployment and management for Development (DEV), Quality (QAS), Production (PRD) environments, including Client maintenance (Creation, copy, refresh, deletion etc.).
 - Configuration and administration of SAP Application Servers and Custom Codes analysis, remediation and implementation.
 - Data Migration: Execute data migration ensuring integrity, completeness, and accuracy.
 - Deployment, Configuration and Customization: Ensure that system configurations and customizations are carried over and adjusted as necessary.
 - Authorizations: Ensure that authorizations are appropriately configured and mapped both on S/4HANA and Fiori.
 - SAP BASIS HANA Database monitoring and administration, including storage, memory, availability and patch applications on Sandbox, Development, Quality and Production (go-live and hypercare).
 - Design and build in conjunction with ECOWAS ECOLink teams, the cloud virtual private

- network infrastructure, firewall, and security infrastructure.
- Security configuration of the basic systems security features provided for S/4HANA.
- Conduct Functional Testing: Ensure that all business processes are functioning correctly in the cloud, including transactions, reports and integrations.
- Conduct Performance testing: To ensure that system is meeting the required performance metrics (response time, throughput, and scalability).
- Conduct Security Testing: To ensure system is secure and compliant with the relevant security standards and regulations.
- Conduct Disaster recovery Testing: To ensure that the system can be recovered in the event of a disaster, such as data loss or system failure.
- Coordinate user acceptance testing and sign-off for PRD

Functional Scope

The solution shall cover the following functional scope as defined in our AS-IS processes:

1. Financial Accounting (FI): General Ledger, Accounts Payable, Accounts Receivable, Fixed Asset Accounting, Cash and Bank Accounting, Petty Cash,
2. Controlling (CO): Cost Centre Accounting, Internal Order Accounting, Profit Centre Accounting, Cost Element Accounting
3. Funds Management (FM): Budgeting, Posting
4. Grants Management (GM) : Grantee Management
5. Materials Management (MM): Procurement, Inventory Management,
6. Human Capital Management (HCM): Personnel Administration, Organizational Management, Employee Self Service and [ESS], Manager Self Service [MSS], Payroll, Time Management,
7. Travel Management: Travel Request, Travel Approval & Settlement, Travel Expense

Organization Scope

The Organizational scope of the project shall cover;

- ECOWAS Commission
- All Institutions and Agencies
- All Representative Offices

Data Scope

- The data scope shall cover Master Data and Transactional Data within the functional modules in scope from inception. The master data domains shall include all relevant modules and submodules listed Finance, Employees, Material, Vendors, and Fixed Assets etc.
- SAP ECC data conversion, transition, enrichment, reconciliation and post conversion validation in target system S/4 HANA.
- Cleansing of source systems and providing iterated cleansing/enrichment rules where needed.
- Balancing of the results of the data migration in the target system post migration.
- Testing of the migrated data in the target S/4HANA system
- Logging of all data defects up to resolution

Training Scope

The implementation training will be conducted onsite and not virtual. It will cover training for Administrators, Key Users, and End Users. The scope of the training will include the following:

- a. Develop Training Plan.
- b. Develop Training Materials and E-learning.

- c. Conduct Classroom Training for the administrator and Key User.
- d. Facilitate and Support End User Training.

4. DELIVERABLES

The following is the list of expected deliverables during and at the end of the assignment:

- Develop technical upgrade plan with impact assessment for current state business processes.
- Technical Conversion Readiness Report with the;
 - Results of the compatibility assessment and key findings, Results of the ABAP Test Cockpit (ATC) run and code remediation approach
 - Custom Code Analysis and Remediation Report to ensure compatibility with S/4HANA
 - ABAP Remediation Report
 - Data Preparation, Selective Data Conversion and Migration.
- Finalize the list of mandatory SAP S/4HANA simplifications error check list and functionality.
- Conduct an Impact Assessment of the new SAP functionality.
- Migration of core ECC and any of its Subsystems to S/4HANA.
- Migrate ECOWAS existing SYBASE database to SAP HANA.
- Hardware infrastructure specifications and requirements to ensure it meets the requirements for S/4HANA.
- Perform post-conversion activities, such as adjusting configurations, validating data, and testing functionalities.
- Solution Architecture and Integration Management across all application enterprise including Cloud, Cloud integration, on-premise, etc.
- Role Mapping Matrix and Fiori Roles changes and mapping.
- Build, test and implementation of composite/single Roles and Authorizations.
- Test Management: Functional Testing, Performance and Stress Testing, Integration Testing.
- User Acceptance Testing sign off
- Key User and End User Training on all modules in scope
- System Administrators Training
- Administrator and End-User Guides
- Deployment (Cutover and Go-Live)
- Uninterrupted and effective monthly Payroll processing post S/4HANA conversion (payroll simulation, full pay run in test mode covering advance payment, off cycle payment, reconciliation, allowance, deductions, Bank transfers/, pension and loan administration, benefits, close payroll/period closing, etc.)
- A completed, deployed and working SAP S/4HANA platform that is fully integrated with cloud-based solutions like SAP SuccessFactors and any other third-party systems.

- Post go-live Hypercare and Hand Holding Support with Knowledge Transfer.
- Delivered Reports and as may be required.
- Provide documentation of all project deliverables including but not limited to:
 - Blueprint Documentation
 - Functional specifications
 - Technical specifications
 - Detailed Configuration Documentation
 - System procedure manual
 - Test cases
 - Trial Migration Documentation
 - User-acceptance Testing Material
 - System & User Training material
 - Data files

5. PROFILE OF THE BIDDER

The firm should have at least the following profiles as part of its team:

- **Qualification and experience of the consulting firm (with evidence by copies of contracts, certificates of satisfactory performance, etc.)**
 - The firm must have at least five years of experience in the field of Migration of SAP ECC to SAP S/4HANA on a cloud Platform, preferably Microsoft Azure.
 - The firm must have financial capability to execute the contract. The firm should not be insolvent or be listed in any lawsuit or litigation within the last five years.
 - It must provide proof of the completion or award of at least two (2) similar successful projects in the last seven (7) years in the field of Migration of SAP ECC to SAP S/4HANA on a Cloud Platform, preferably Microsoft Azure.
 - Good knowledge of the public sector in the context of West Africa would be an asset.

The firm should have at least the following profiles as part of its SAP Project team:

- **One confirmed SAP S/4HANA Functional Consultants for each module of SAP to be Migrated from SAP ECC to S/4HANA:**
 - Have at least 5 years of implementation and support experience in Migration from SAP ECC to SAP S/4HANA.
 - Have carried out at least two (2) full lifecycle projects (end-to-end) of migration of SAP ECC to SAP S/4HANA.
 - Have at least a minimum of Bachelor (Bac + 3) in Information Technology, Computer Science, or Sciences or a related field.
 - Experience in Pre-Conversion Readiness Checks: Running and analyzing SAP Readiness Check, Custom Code Analyzer, and Simplification Item List.
 - Experience in System Conversion Expertise: Hands-on with SUM (Software Update Manager) with DMO (Database Migration Option) or equivalent tools.
 - Experience in the configuration of SAP S/4HANA with activation of relevant Fiori.
 - Experience with Fiori App Implementation: Activating and configuring relevant Fiori Launchpad, catalogs, and roles.
 - Experience with unit, integration, UAT, and performance testing in migration contexts from SAP ECC to SAP S/4HANA.

- Experience with solution design of relevant SAP S/4HANA modules stated in the functional scope section.
 - Writing functional specifications for any customizations or integrations in SAP S/4HANA.
 - Experience on helping end-users transition from SAP ECC transactions to S/4HANA's Fiori Apps and new processes.
 - Experience with Public Sector business processes will be an added advantage.
 - Certification in relevant SAP S/4HANA modules that the Consultant will be responsible for will be an added advantage.
- **One confirmed SAP BASIS Consultant**
- Have at least 5 years of implementation experience as SAP BASIS consultant
 - Have at least a minimum of Bachelor (Bac + 3) in Information Technology, Computer Science, or Sciences or a related field
 - Must have been involved in at least two (2) full lifecycle end-to-end conversion of SAP ECC to SAP S/4HANA.
 - Hands-on experience with SUM (Software Update Manager) with DMO (Database Migration Option) for migrating both application and database layers.
 - Experience with SAP HANA Database Migration i.e. experience migrating from SYBASE and HANA databases to SAP HANA.
 - Experience with SAP S/4HANA Installation & Configuration that could be Fresh installations (greenfield) and conversion (brownfield) experience.
 - Experience with SAP Readiness Check: Running and interpreting the SAP Readiness Check for S/4HANA.
 - Experience in using SAP Landscape Transformation (SLT) for selective migration
 - Familiarity with core SAP upgrade and migration tools and relevant operating system preferably Linux OS.
 - Experience with the activation of relevant Fiori Gateway install/configuration for S/4HANA
 - Experience with managing downtime windows, sequencing migration steps, and fallback strategies.
 - Experience in setting up and the management of transport request
 - SAP HANA-Specific Expertise
 - HANA Sizing & Hardware Planning: Experience with HANA Sizing Reports
 - Experience with HANA Installation & Administration with ability in setting up HANA Studio, configuring backups, monitoring, and troubleshooting.
 - Performance Optimization experience by working with HANA parameters, memory tuning, and query performance checks.
 - Ability to configure HANA System Replication, failover clusters, and backup/restore strategies.

- Experience in designing DEV-QAS-PRD migration paths, sandbox runs, and rehearsal cutovers.
- Experience with Fiori Front-End Server Setup by installing and configuring Fiori Gateway, roles, and catalogs.
- Experience in Planning for Cutover i.e. managing migration weekends, downtime minimization, and rollback strategies.
- Certification in SAP BASIS i.e. SAP Certified Technology Associate – System Administration is an added advantage
- **One confirmed SAP ABAP Developer Consultant**
 - Have at least 5 years of experience as an SAP ABAP Consultant
 - Have at least a minimum of Bachelor (Bac + 3) in Information Technology, Computer Science, or Sciences or a related field.
 - Must have been involved in at least two (2) full lifecycle (end to end) as an ABAPer on Migration of SAP ECC to SAP S/4HANA
 - Pre-Migration Analysis Experience
 - Experience in custom code analysis using relevant migration tools i.e. SAP Custom Code Migration (CCM), ABAP Test Cockpit (ATC) to identify unused or incompatible custom code.
 - Understanding and interpreting SAP's Simplification Database to assess code changes.
 - Experience with SAP Migration Cockpit, LTMC, LSMW (for legacy prep), and BODS.
 - Knowledge of RESTful ABAP Programming Model (RAP) for future-proof development and creating/extending OData services for UI5/Fiori.
 - Experience in using relevant tools to build extensions and integration development
 - Experience with Public Sector business processes will be an added advantage
 - Certification as SAP ABAP Developer is an added advantage
- **One confirmed SAP Project Manager**
 - Have at least 5 years of experience as SAP Project Manager.
 - Proven experience managing at least 2 full lifecycle projects for migration of SAP ECC to SAP S/4HANA plus other major SAP ERP implementations or upgrades.
 - Have at least a minimum of Bachelor (Bac + 3) in Information Technology, Computer Science, or Sciences or a related field.
 - Must have experience with planning readiness checks, system sizing, custom code remediation timelines.
 - Experience with solution scope definition by aligning business and technical scope (modules, interfaces, custom objects, Fiori rollout).
 - Good understanding of the SAP Activate methodology is an advantage
 - Experience with coordinating testing, training and knowledge transfer.
 - Experience with Public Sector Institution

- Certification in Project Management i.e. (PMP, SCRUM, PRINCE 2 etc.) is an added advantage
- Each team member must demonstrate proficiency in at least one of the official languages of ECOWAS (English, French and Portuguese). Proficiency in two other languages will be an advantage.
- Consultants should be familiar with different migration strategies, including Greenfield (new implementation), Brownfield (system conversion), and Selective Data Transition.
- The existence of ECOWAS nationals within the team will also be an added advantage.
- The duly signed CVs of the experts (with references), educational certificates, SAP certificates and work completion certificates of all experts should be included in the consultant's proposal.

6. DURATION

The assignment period is expected for eight (8) months.

7. LOCATION

The consultants will be based at ECOWAS Commission headquarters in Abuja, Nigeria but covering the entire ECOWAS Institutions under the supervision of the ECOLink Director. The hybrid (part remote, part on-site) option can also be envisaged.

8. REPORTING

The firm will report to ECOLink Director and be expected to follow his guidelines in terms of work assignments and priorities.

Commissioner for Internal Services