Request for Proposal for implementation of SAP HANA ERP System at MCL, ZAMBIA

RFP No. MCL/ZM/IT/001

Date of Issue: 10th September, 2015

Last date of submission: 17th October, 2015

Place of Submission: Maamba Collieries Limited, Plot no.20849, Corporate park, Alick Nkhata Road, Maa Media Area, P.O.Box 31197, Lusaka, Zambia
Phone no. +260 211 256010
Disclaimer

The information contained in this document is confidential in nature. The bidders shall not share this information with any other party not connected with responding to this RFP. The information contained in this RFP or subsequently provided to Bidder(s) whether verbally or in writing by or on behalf of MCL, ZAMBIA shall be subject to the terms and conditions set out in this RFP and any other terms and conditions subject to when such Information is provided.

This RFP is not an agreement and is not an offer or invitation by MCL, ZAMBIA to any party other than the one that qualifies to submit the Bid. The purpose of this RFP is to provide information to the potential bidders to assist them in responding to this RFP. Though this RFP has been prepared with sufficient care to provide all required information to the potential bidders, they may need more information than what has been provided. In such cases, the potential bidder is solely responsible to seek the information required from MCL, ZAMBIA. MCL, ZAMBIA reserves the right to provide such additional information at its sole discretion.

MCL, ZAMBIA makes no representation or warranty and shall incur no liability under any law, statute, rules or regulations on any claim the potential bidder may make in case of failure to understand the requirement and respond to the RFP. MCL, ZAMBIA may, in its absolute discretion, but without being under any obligation to do so, update, amend or supplement the information in this RFP anytime before the final bid submission.
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1. Background and Introduction

1.1. About MCL, ZAMBIA

Maamba Collieries Limited (MCL) is the largest coal mining company in Zambia. MCL adopts modern, eco-friendly mining and processing methods. To add substantial value to the mining operations, MCL is setting up initially a 300 MW mine-mouth, coal fired power plant at Maamba. This will cater to the growing demand for power and contribute to economic development of the nation.

1.2. Need for SAP

MCL, ZAMBIA has now been in SAGE ACCPAC ERP since the last 4 years. Now MCL, ZAMBIA is looking at streamlining the processes and enabling itself for a high rate of Integration growth. Towards this end it has identified SAP as an effective IT tool which will serve its needs related to systems and processes.

2. Project Location

The project located at Maamba Collieries Limited, which in southern province of Zambia 350 Kms from Capital of Zambia.

3. Project Details

3.1. Scope of Work

This Request for Proposal (RFP) is for supply, implementation and support of the SAP HANA ERP Solution for standardization and improvement of processes at MCL, ZAMBIA. The scope of work is as follows:

1. Supply, implementation and support of SAP to cover the entire gamut of processes at MCL, ZAMBIA. The detailed processes and functional requirements are specified in Annexure C and D.
2. MCL, Zambia will procure the SAP HANA Hardware and SAP User Licenses, however Implementation partner may recommend the optimized SAP Hardware solution.
3. Change Management
4. Training for MCL, ZAMBIA officials

3.2. Deliverables

The SAP implementation shall include (but is not limited to) the following key deliverables:

1. **Software**
   - Install and configure SAP system to facilitate seamless enterprise-wide integration across MCL, ZAMBIA’s application systems and relevant external systems

2. **Implementation Services**
   - The ERP Implementer must develop a comprehensive and detailed approach and strategy for the implementation of SAP for MCL, ZAMBIA including, but not limited to the following (ERP Implementer may propose others, based on their strategy / methodology):
     1. Project Scope and Plan
     2. Overall implementation plan and work plan (in phases)
     3. Migration plan
4. Testing plan
5. Training plan
6. Cut-over and commissioning plan

Customization/Development should be kept to a minimum and as far as possible industry best practices should be adhered to. Wherever absolutely required Customization/Development should be done in a manner that it gives a reasonable assurance of upward compatibility with future versions of the platform. The development/customization should be as per a defined quality assurance program throughout the project period. It should be meeting industry standards and quality control parameters.

All the development must meet the requirements for security, performance, ease of use for operations, administration and management. Typically SAP recognized or industry standard methodologies should only be used.

3. Testing Services

Conduct testing for the system, application and any customised components. Testing shall include, but not limited to the following (ERP Implementer may propose others, based on their strategy/methodology):

1. Unit Testing
2. Performance/Volume Testing (OEM tools shall not be used for this testing)
3. System Integration Testing (ERP Implementer)
4. User Acceptance Testing (UAT) Facilitation

4. Training

Functional and technical training to business & IT staff in operating and using the solution including database and application software. ERP Implementer should provide training on application software and other areas to the project team from MCL, ZAMBIA. The training duration will be suggested by the ERP Implementer at MCL, ZAMBIA premises. The test environment required for the training has to be set up by the ERP Implementer before the training commences. The ERP Implementer should provide detailed training on the solution to officials of MCL, ZAMBIA.

5. Cutover Data

ERP Implementer will provide the data update plan and will be responsible for all data updates to SAP System. ERP Implementer will provide all the data master formats etc. to ensure proper data updates.

6. Managing go-live event

ERP Implementer will provide a detailed list of specific activities for go live event. The project plan submitted by the vendor must ensure that the activities are completed before the event. All training programs must be completed before the go live event. The go-live event will be dependent on the successful UAT sign-off.

7. Post go-live support

The ERP Implementer will provide handholding and onsite support for at least three weeks after go live stage to resolve all implementation, operational issues. All the documents will also be converted to final release version during this stage.

The post go-live support will address all user level queries, fixing bugs, incorporation of new requirements owing to legal, statutory and policy changes, changes to configurations, patch updates,
upgrades, database administration, security, etc. For this purpose, the bidder is expected to provide a detailed processes to be followed for logging requests, assigning requests to specific individuals, recording resolution, tracking overall time taken for resolution, etc.

8. **Hardware Requirements**
ERP Implementer is required to provide for the detailed configuration of the proposed Development, Test and Production server environments as per the business and technical requirements.

9. **Network Requirements**
MCL, Zambia will provide the Network infrastructure, however ERP Implementer may provide the details of the network requirements for the proposed solution.

10. **Project Management**
ERP Implementer should propose a suitable project manager/team with diversified expertise to meet the requirements of MCL, ZAMBIA. The manager/team will do the overall project management throughout the life cycle of the project to ensure successful completion of the project. Project management will include the following:

1. Ensure timely delivery of all the deliverable related to ERP as mentioned in this RFP.
2. Suggest the hardware and network requirements
3. Support evaluation of hardware and networking proposals for procurement
4. Oversee delivery and installation of IT infrastructure as per detailed bill of material and specification of hardware and networking equipment.
5. Co-ordinate between various stakeholders and suppliers
6. Manage the total project i.e. ERP delivery, customization and implementation, coordination for site preparation, networking and hardware delivery.
7. Participate in all meetings
8. Define and control project scope
9. Monitor risk management aspects and project delays
10. Ensure synchronization of all the activities of the project i.e. development, IT infrastructure procurement, implementation, training etc.

11. **Change Management**
Implementation of new or changed business processes will affect users in MCL, ZAMBIA and require change in the functional processes followed. During implementation, the ERP Implementer will help in creating and maintaining effective communication and change management vital to the successful adoption of the new or changed processes.

The ERP Implementer shall ensure change management to ensure the successful implementation and usage of the SAP system by the officials of MCL, ZAMBIA. Towards this end the ERP Implementer should detail out a plan to ensure change management focused on proper implementation of SAP.

12. **Documentation**
The first set of document is linked to functional, hardware and security specifications of the project. The consultants will study the business processes and furnish the following documents:
1. Project charter
2. AS-IS Document
4. Process Mapping with ERP and Gap analysis document
5. Security & Control Specifications

The second set of deliverables is linked to realization of the Business Blue Print. This will include installation and commissioning of the SAP modules, carrying out the customization, and achieving specific developments for MCL, ZAMBIA. The consultants will also furnish at least the following documents (ERP Implementer may propose others, based on solution offerings)

1. Custom development functional specifications document
2. Custom development technical specification document
3. Data migration strategy document
4. All user guides
5. Unit and integration test scripts
6. User acceptance testing test scripts
7. Cutover strategy document
8. Installation procedure document
9. System administrators routine maintenance procedure document
10. Any other, as appropriate and identified during the course of the project

All statutory, legal requirements shall be met in terms of reporting and process coverage without any additional effort on the part of MCL, ZAMBIA officials once the SAP system has been implemented

3.3. Project Team Structure
The project organization will comprise of a steering committee, a core project team from MCL, ZAMBIA and the ERP Implementer’s project team.

The bidders will describe the ERP Implementation project organization in the bids. It is expected to have a senior functionary heading the project team supported by separate coordinators for various modules of implementation.

Steering Committee
The purpose of the Steering Committee is to meet periodically – typically monthly to discuss the overall status of the project. Any issues that affect the project from a scope, timing, resource, cost standpoint or that cannot be resolved at the work team level should be discussed and resolved by the Steering Committee. The overall responsibility of this committee is to maintain and set policy and direction for the project.

The attendees from the ERP Implementer in the steering committee meetings must be officials of senior management (typically Project Director/ Project Manager) who will be able to take decisions on pertinent points. MCL, ZAMBIA will subsequently define the members of the steering committee.

MCL, ZAMBIA Project Team
MCL, ZAMBIA will define a project team comprising of MCL, ZAMBIA officials or Consultants to support and facilitate the ERP Implementer in defining and facilitating the business blueprinting and testing.
ERP Implementer Project Team

The ERP Implementer should propose a project team which will be addressing all the needs of the smooth implementation of the project including but not limited to the following roles:

1. Project Director
2. Project / Program Manager
3. Module Leads
4. Functional Consultants
5. ABAP Consultant
6. BASIS Consultant
7. Change Management Consultant

3.4. Project Timelines

Table 1

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Milestone</th>
<th>Tentative Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Acceptance of the Order and signing of contract</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Kickoff Meeting</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Start of the project</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Submission of the hardware plan</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Completion of Study / Finalization of the AS-IS process Document</td>
<td>Timelines for these milestones would be mutually agreed between MCL, ZAMBIA and ERP Implementer during the finalization of the project Plan</td>
</tr>
<tr>
<td>6</td>
<td>Finalization of the Business Process Blueprint</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Completion of Core Team Training</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Completion of Integration Testing</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Completion of End User Training</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Go Live – including Data Upload</td>
<td>5 months since start of project</td>
</tr>
<tr>
<td>11</td>
<td>Onsite support and handholding period end</td>
<td>For a period of 5 weeks from date of go-live</td>
</tr>
</tbody>
</table>

3.5. Project Location

The project will be executed from MCL, ZAMBIA’s office MCL, MAAMBA, ZAMBIA.

3.6. Roles and Responsibilities

The bidders will have to share roles and responsibilities matrix identifying clearly the following:

1. Roles and responsibilities of the ERP Implementer
2. Key roles and responsibilities as expected from MCL, ZAMBIA (and their involvement (full time, part time, etc)
3. Roles and responsibilities of various team members within the ERP Implementer Project Team
3.7. Change Request Management
The methodology to manage changes in scope and schedule during the course of the project must be described clearly in the bid. ERP Implementer will have to ensure that the change requests are adequately handled. Minor change requests should be handled by ERP Implementer within the scope of the existing project without any additional commercial implications. Major changes could be additionally charged based on the per man month rate quoted in the financial bid. Minor and major changes will be mutually agreed upon between ERP Implementer and MCL, ZAMBIA.

3.8. Problem Resolution and Escalation Matrix
In case of any problems and issues during the course of the project there should be a detailed escalation matrix provided to ensure timely resolution of the issues. The escalation matrix should help provide a quick and orderly method of notifying MCL, ZAMBIA and ERP Implementer that an issue is not being successfully resolved.

Escalation should take place on an exception basis and only if successful issue resolution cannot be achieved in a reasonable time frame.

1. Either MCL, ZAMBIA or ERP Implementer can initiate the procedure
2. Initiator should promptly notify the other party that management escalation will be initiated
3. Management escalation will be defined as shown in the contact map as shown below. The contact map will be decided mutually by MCL, ZAMBIA and ERP Implementer
4. Escalation will be one level at a time

Escalation Matrix

<table>
<thead>
<tr>
<th>Level of escalation</th>
<th>MCL, ZAMBIA</th>
<th>ERP Implementer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

There should be a different escalation matrix for the “implementation and handholding & onsite support phase” and a separate escalation matrix during the AMC period.
4. Bidding Process

a) The bidding process will involve following steps along with timelines:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Step</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Issuance of RFP</td>
<td>10th September 2015</td>
</tr>
<tr>
<td>2</td>
<td>Last date for receiving clarification/ pre bidding</td>
<td>30th September 2015</td>
</tr>
<tr>
<td>3</td>
<td>Submission of Bid( Technical and Financial )</td>
<td>17th October, 2015</td>
</tr>
<tr>
<td>4</td>
<td>Presentation to the Evaluation Committee by the qualified vendors</td>
<td>25th to 30th November, 2015</td>
</tr>
<tr>
<td>5</td>
<td>Contract Finalization</td>
<td>5th December, 2015</td>
</tr>
<tr>
<td>6</td>
<td>Project Launch and Kickoff meeting</td>
<td>4th January, 2016</td>
</tr>
</tbody>
</table>

1. To enable you to prepare the proposal, a list of attached Document formats have been provided in Annexure.
2. Any request for clarification should be initiated in writing, by email and should be addressed to the Program Managers as indicated in Annexure
3. At any time before the submission of proposals, MCL, ZAMBIA may, for any reason, whether at its own initiative or in response to a clarification requested by any bidder, modify the Documents by amendment. The clarification on bids or any amendments of the bid will be posted on MCL, ZAMBIA website by date mentioned as above. MCL, ZAMBIA may at its discretion extend the deadline for the submission of proposals.

5. Procedure for evaluation of bids

The bid submitted by the ERP Implementer will be evaluated as per the following procedure:

**Mandatory Criteria:**

a. Should have full Life cycle SAP Implementation and Migration expertise or experience at least three customers in Mining firms. (support with references)

b. Bidder should have experience in SAP HANA with minimum of 1 Full life cycle or up-gradation implementation.
6. Project Terms and conditions

6.1. Payment Milestones
1. Implementation fees as detailed below:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Milestone</th>
<th>% of contract charges payable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Acceptance of the Order and signing of contract</td>
<td>10%</td>
</tr>
<tr>
<td>2</td>
<td>Finalization of the Business Process Blueprint</td>
<td>10%</td>
</tr>
<tr>
<td>3</td>
<td>Completion of Integration Testing</td>
<td>20%</td>
</tr>
<tr>
<td>4</td>
<td>Completion of End User Training</td>
<td>20%</td>
</tr>
<tr>
<td>5</td>
<td>User Acceptance Testing completion and Go Live</td>
<td>25%</td>
</tr>
<tr>
<td>6</td>
<td>Completion of Post Go Live Support and Handholding</td>
<td>15%</td>
</tr>
</tbody>
</table>

Achievement of milestone will be certified by Program Managers after auditing the deliverables

6.2. Software supplied
ERP Implementer shall guarantee that the software and allied components used to service MCL, ZAMBIA’s requirements are licensed and legal. All software must be supplied with their original and complete printed documentation

6.3. Implementation Team
Having selected ERP Implementer, among other things, on the basis of an evaluation of proposed key professional staff, MCL, ZAMBIA expects the team members named in the proposal will be actually available during the entire duration of the project. MCL, ZAMBIA will not consider substitutions during the duration of the project except for reasons of health of key team members.

6.4. Logistics
The ERP Implementer will provide travel arrangement by road or air, as per the MCL standard norms. Accommodation for Implementation team will be provided at Project Location on Twin share basis as per the MCL standard norms.

6.5. Subcontracting
The ERP Implementer should not subcontract any work as a part of this project, without prior written consent from MCL, ZAMBIA.

6.6. Right to Alter Quantities and requirements
At any time prior to the deadline of submission of Bids MCL, ZAMBIA may for any reason, whether at its own initiative or in response to a clarification requested by bidders, modify the RFP by amendment, which will be placed on MCL, ZAMBIA’s website for information of all bidders. All such amendments shall become part of the RFP and same will be notified on MCL, ZAMBIA’s website.
MCL, ZAMBIA reserves the rights to alter quantities, revise / modify all or any of the specifications, delete some items specified in this offer, when finalizing its requirements.

6.7. Rejection of a bid
MCL, ZAMBIA may at its absolute discretion exclude or reject any proposal that in the reasonable opinion of MCL, ZAMBIA contains any false or misleading claims or statements. MCL, ZAMBIA has no liability to any person for excluding or rejecting any such proposal.

6.8. RFP Ownership
The RFP and all supporting documentation are the sole property of MCL, ZAMBIA and should NOT be redistributed without prior written consent of MCL, ZAMBIA. Violation of this would be a breach of trust and may, inter-alia cause the ERP Implementers to be irrevocably disqualified. The aforementioned material must be returned to MCL, ZAMBIA when submitting the proposal, or upon request. However, ERP Implementers can retain one copy for reference.

6.9. Proposal Ownership
All proposals and materials submitted in response to this request shall become the sole and absolute property of MCL, ZAMBIA and will not be returned. Selection or rejection of a proposal does not affect this right. The proposal and documentation may be retained, returned or destroyed as MCL, ZAMBIA decides.

6.10. Price Freezing
The price finalized shall remain frozen / valid for a minimum period of 4 years from the date of the purchase order.

6.11. Indemnification
ERP Implementer shall indemnify, protect, and save MCL, ZAMBIA against all claims, losses, costs, damages, expenses, actions suits, and other proceedings, resulting directly or indirectly from an act or omission of the ERP Implementer, its employees or agents in the performance of the services provided by contract, infringement of any patent, trademarks, copyrights etc. or such other statutory infringements in respect of all components provided to fulfill the scope of this project.

6.12. Award of Contract
1. The Contract will be awarded after successful discussions with the successful Bidder. Upon successful completion of the bidding process, MCL, ZAMBIA will promptly inform the other Bidders that their proposals have not been selected.
2. The selected Bidder is expected to commence the Assignment on the date specified in the section on Project Timeline or any other date mutually agreed.

6.13. Order Cancellation
MCL, ZAMBIA reserves its right to cancel the order in the event of delay and forfeit the Bank Guarantee, for the amounts paid from time to time, as liquidated damages against the milestones mutually agreed and indicated in the contract.

The supplier will provide Annual Technical & Functional Support (AT&FS) of SAP product for a period of **one year** from the date of fulfillment of Post go-live support, which will be further extended based on mutual agreement. The support shall include new releases, upgrades, bug fixes, functionality requirements, and patches to cater to changes (including tax, legal and all statutory requirements). This shall also include technical and functional support from SAP’s helpdesk.

1. AMC period will be for **one year** since the end of the handholding and onsite support period after which the same may be renewed on mutually agreeable terms and conditions.
2. For this purpose, the bidder is expected to provide the detailed processes to be followed for logging requests, assigning requests to specific individuals, recording resolution, tracking overall time taken for resolution, etc.
3. During the AMC the bidder will also provide a Project Manager to co-ordinate all the IT related activities including ERP, hardware, networking etc. This person will be responsible for liaising with all the stakeholders for running the ERP smoothly.
4. ERP Implementer would provide on-site maintenance for a period of **one year** since the completion of the handholding and onsite support. The support will address but not be limited to the following:
   4.1. all user level queries
   4.2. bug fixes
   4.3. enhancements
   4.4. incorporations of new requirements owing to legal, statutory and policy changes
   4.5. configuration changes
   4.6. customizations
   4.7. patch updates
   4.8. upgrades
   4.9. database administration
   4.10. security
5. The maintenance support should be provided on all working days from 8 AM to 8 PM and should adhere to the SLA requirements. The coverage of maintenance support will be at least across the following though not limited to these only:
   5.1. All the modules of the ERP including customizations
   5.2. All functionalities as mentioned in the RFP or finalized during the business blueprinting phase
   5.3. Version upgradation
   5.4. Re-installation of base software and System restoration
   5.5. Report creation, modifications
   5.6. Workflow changes
   5.7. Resolution of reported errors
   5.8. Data backup and recovery
   5.9. Performance tuning and optimization
   5.10. Enhancements of existing configurations and functionalities
   5.11. Documentation of all the changes made to the system
   5.12. Training of any changes made

6. Annual Maintenance should include Technical and Functional support from ERP product Vendor’s helpdesk.
Annexure A: Instruction to bidders for proposal preparation

The proposal should be prepared in line with the instructions given in the RFP document. All the requirements as per the RFP must be met under all circumstances.

The bid should be addressed to:

-----------------------------------------------
Chief Financial Officer
Maamba Collieries Limited, Plot no.20849, Corporate park,
Alick Nkhata Road, Maas Media Area, P.O.Box 31197, Lusaka, Zambia
Phone no. +260 211 256010
E-mail : Lakshmi@maambacoal.com, prasadj@nbv.in
-----------------------------------------------

- The number of copies of the proposal to be submitted are: one
- The final date and time of proposal submission are: 17th October, 2015 4:00 PM,
- All request for clarification should be addressed to:
  1. lakshmi@maambacoal.com
  2. prasadj@nbv.in

Annexure B - Bid Format

(To be submitted in a separate sealed cover marked: SAP Implementation at MCL, ZAMBIA)

**Table 5**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Line Item</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>General Company Information</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Name of the bidder</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Year of Incorporation</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Office Location</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Name of the Project Head and Designation</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Name of the Team leader project manager and designation</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Contact postal address, telephone, fax number and E-mail address</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Quality Certification (for example SEI - CMM Level, ISO 9000) (Enclose proofs)</td>
<td></td>
</tr>
</tbody>
</table>
Proforma of Document Checklist

Please attach this checklist for ensuring that all the relevant documents are attached.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Category</th>
<th>Action taken</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Technical Bid Related</td>
<td>(Identifying if attached and the document page number/Section etc. to identify position in the document)</td>
</tr>
<tr>
<td>8.</td>
<td>Details of company expertise / experience</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Bidders understanding of the Project Scope</td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Description of the Project Details</td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>Project Plan</td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>Roles and Responsibilities Matrix</td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>Effort Estimation</td>
<td></td>
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<tr>
<td>14.</td>
<td>Resources and Responsibilities expected from MCL, ZAMBIA</td>
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<tr>
<td>15.</td>
<td>Training Plans</td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td>Documentation Coverage</td>
<td></td>
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<tr>
<td>17.</td>
<td>IT Infrastructure requirement</td>
<td></td>
</tr>
<tr>
<td>18.</td>
<td>Security &amp; Controls Plan</td>
<td></td>
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<tr>
<td>19.</td>
<td>Data Migration, Cut-over and commissioning plan</td>
<td></td>
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<tr>
<td>20.</td>
<td>Testing Plan</td>
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<tr>
<td>21.</td>
<td>Support Plan</td>
<td></td>
</tr>
<tr>
<td>22.</td>
<td>Change Management Plan</td>
<td></td>
</tr>
<tr>
<td>23.</td>
<td>Quality Plan</td>
<td></td>
</tr>
<tr>
<td>24.</td>
<td>Problem resolution and escalation mechanism</td>
<td></td>
</tr>
<tr>
<td>25.</td>
<td>Change Request Management Plan</td>
<td></td>
</tr>
<tr>
<td>26.</td>
<td>Project Team Details</td>
<td></td>
</tr>
</tbody>
</table>
**Technical & Functional Bid Format**

*(To be submitted in a separate sealed cover marked: SAP Implementation at MCL, ZAMBIA – Technical Bid)*

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Line Item</th>
<th>Instructions for response</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Relevant Company Experience</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Details of company expertise / experience</td>
<td>Please attach on separate sheets.</td>
</tr>
<tr>
<td></td>
<td><strong>Project Details</strong></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Bidders understanding of the Project Scope</td>
<td>Describe your understanding of the project scope –what can be done and what cannot be done. <em>Separate Document Expected</em>. This should also include all the major customizations that you think are needed for the coverage of the processes and requirements.</td>
</tr>
<tr>
<td>3</td>
<td>Description of the Project Details</td>
<td>Describe your methodology in details of the technology, architecture, modules and solutions that would be used. <em>Separate document expected.</em></td>
</tr>
<tr>
<td>4</td>
<td>Project Plan</td>
<td>Share a detailed project plan including but not limited to Timelines, Important milestones, Resource plan, etc.</td>
</tr>
<tr>
<td>5</td>
<td>Roles and Responsibilities Matrix</td>
<td>List out the Roles and responsibilities of the project team Members.</td>
</tr>
<tr>
<td>6</td>
<td>Effort Estimation</td>
<td>Please use the effort estimation matrix as mentioned in. for sharing the details on the effort estimation divided by Modules.</td>
</tr>
<tr>
<td>7</td>
<td>Resources and Responsibilities expected from MCL,</td>
<td>Please include the resources and responsibilities as expected from MCL, ZAMBIA.</td>
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<tr>
<td>8</td>
<td>Training Plans</td>
<td>Describe training programs for core team and end users supported by sample training documents.</td>
</tr>
<tr>
<td>9</td>
<td>Documentation Coverage</td>
<td>Describe all the relevant system documentation that you will provide supported by sample documentation/manual. This should at least include all the documents as listed in the deliverables section.</td>
</tr>
<tr>
<td>10</td>
<td>IT Infrastructure Requirement</td>
<td>Describe the IT Infrastructure requirements for the project - details of the hardware, software, platform, connectivity requirements, etc.</td>
</tr>
<tr>
<td>11</td>
<td>Security &amp; Controls Plan</td>
<td>Detailed description of security and control features that are to be built into solutions.</td>
</tr>
<tr>
<td>12</td>
<td>Data Migration, Cut-over and commissioning plan</td>
<td>Please include the details of the go-live plan, master data creation plan, data migration plan, plan to digitize the non-digitized data.</td>
</tr>
<tr>
<td>13</td>
<td>Testing Plan</td>
<td>Please include details of all the testing that are to be done for the successful implementation of the project.</td>
</tr>
<tr>
<td>14</td>
<td>Support Plan</td>
<td>Please include the details of the support during the post go-</td>
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</tbody>
</table>
live onsite handholding and support phase and AMC separately including but not limited to the time spent, kind of resources deputed etc.

15 Change Management Plan Describe your plan to cover any change management issues being faced during the implementation of the project including workshops to be conducted for the same.

16 Quality Plan Proposed quality plan setting out for controlling quality at different stages of the project and a proposed inspection schedule should be described.

17 Problem resolution and escalation mechanism Describe the problem escalation mechanism with the name, designation and contact details as per the details mentioned in Section 2.8 above.

18 Change Request Management Plan Include the plan to handle any change requests that may be needed during the course of the project including but not limited to details of the process to approve and handle such request.

19 Project Team Details Include the details of the proposed project team. Please include the resumes of the relevant team members in the attached format provided in Section B.3.2. The identified consultants will have to be a part of the project throughout the duration of the project unless and otherwise specific permission is taken from MCL, ZAMBIA to replace the identified resources.

**Effort Estimation Format**

Use this template to provide effort estimation details for the Implementation part of the project only. Please do not include any efforts related to AMC in this matrix

**Table 8**

<table>
<thead>
<tr>
<th>Module</th>
<th>Broad Coverage of Processes</th>
<th>Type of resources</th>
<th>No of resources required</th>
<th>Time Required (in days)</th>
<th>Total Effort required</th>
</tr>
</thead>
<tbody>
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</table>
ERP Implementation charges including applicable taxes & surcharges

Table 9

<table>
<thead>
<tr>
<th>Per Unit Charges by each type of resource (Functional Consultant/ ABAP Programmer/ Project Manager etc.)</th>
<th>Total Effort Required for each type of resource</th>
<th>Total Amount</th>
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</table>

| Total                                                                                                  |                                               |              |
|                                                                                                         | Applicable Taxes etc.                         |              |
|                                                                                                         | Grand Total                                  |              |

Annexure C - AMC Charge (Including applicable tax and surcharges)

Annual Maintenance charges for support of the system after the ending of the period of post go-live handholding and support (i.e. 5 WEEKS after Go-live). Further MCL, ZAMBIA reserves the right to cancel the services of the bidder with respect to the AMC at any point of time after giving a notice of 30 days.

Table 10

<table>
<thead>
<tr>
<th>Type of Resource</th>
<th>Time budgeted per month</th>
<th>Per Unit Rate</th>
<th>Total Charges</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

Total Cost of the project (including Implementation Charges and AMC Charges for a period of 1 years)

(Signature)

Name of the authority Signatory
Annexure D: Functional Area-wise requirements
The following broad-level requirements for various functional areas have been identified. The requirements mentioned are indicative only and actual requirements will be finalized and detailed as per the business blueprinting exercise.

ERP Implementer will have to detail out the way in which the requirements are to be met. To facilitate this ERP Implementer will have to identify one of the possible ways.

- S: Standard
- C: Customization
- W: Workaround (possible to use some other tools to comply with this requirement)
- NP: Not possible

Customization Requirement
Preferably, no change should be made to the ERP core modules. This is important to ensure that future upgrades, enhancements and bug fixes are not impacted. Minimal customization as may be necessary should be done only after obtaining approval from MCL, ZAMBIA. Every custom development must be documented in detail and the script ownership should be passed on to MCL, ZAMBIA.

It is expected that certain custom reports need to be developed if the standard reports available in the ERP Product do not meet MCL, ZAMBIA’s specific requirements. The details of such requirements have been detailed in the subsequent section on reporting requirements.

The bidder should endeavor to have minimal use of third party bolt-on applications. This should be done if the functionalities covered by such applications are not available in the core ERP product.

Custom Report Requirements
There should be a provision to develop at least 50 custom reports / MIS/ Dashboards based on the business requirements identified during the business blueprinting. Any business process enhancements shall not be a part of such reports and shall not include any changes to any form/ formats/ workflow/ interfaces/ or conversion/ data migration program. These shall be the responsibility of bidder.

These reports would include those, which would extract and present information already in the database in a specified format or could require some intelligence/ calculations built into it. Some reports would be required to facilitate execution of transactions.
The specific distribution of reports to be customized amongst various modules will be finalized during the implementation stage.

1. These reports and any other desired report should be made available in English.
2. Development of custom reports must follow well-defined methodology.
3. Each request for development of custom report should be documented in a pre-defined format.
4. Each custom report development must be documented in terms of the person developing the report, the reference request in response to which the report is being developed, the report script and other technical specifications.
5. Basic guidelines with respect to all custom report formats, naming convention etc. must be agreed with MCL, ZAMBIA before commencing on any customization effort.
6. The bidder should also train MCL, ZAMBIA Core Team members on the methodology of building custom reports, so that MCL, ZAMBIA can take up the additional development as and when required.

NOTE: A Separate document is provided for detailed SAP Module wise Scope of work (ANNEXURE-E).

Any other requirements to be included as defined during the business blueprinting phase.