

REQUEST FOR PROPOSALS for an Enterprise Resource Planning (ERP) software system

The Office of the High Representative (OHR) is an ad hoc international institution responsible for overseeing implementation of civilian aspects of the Peace Agreement ending the war in Bosnia and Herzegovina.

The (OHR) is inviting qualified companies to submit proposals for an Enterprise Resource Planning Software System (ERP). The tender information is given in the following order:

- I) Overview of Tender**
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I Overview of Tender

The Office of the High Representative (OHR) is inviting qualified companies to submit proposals for an Enterprise Resource Planning Software System (ERP). The OHR currently employs 95 staff members. The OHR currently uses ERP SAP ECC 6.0, hosted in Ljubljana.

OHR seeks replacement of the current legacy ERP system with a new, advanced ERP cloud platform, integrated with the existing OHR Microsoft cloud ecosystem, including installation, data migration, customization, testing and quality assurance, training, commissioning, and support services.

The timetable of events outlined in the RFP, and leading to the “go-live” deadline of 1st July 2025 is of crucial importance to the successful performance of this contract.

The proposal should also include post-migration maintenance and support services for OHR ad hoc requests until 30 June 2026, depending on the availability of *funds for the next fiscal year*¹. Funds are not presently available for performance under this contract beyond 30 June 2025. The OHR’s obligation for performance of this contract beyond that date is contingent upon the availability of appropriated funds from which payment for contract purposes can be made. No legal liability on the part of the OHR for any payment may arise for performance under this contract beyond 30 June 2025 until funds are made available to the Contracting Officer for performance and until the Contractor receives notice of availability, to be confirmed in writing by the Contracting Officer.

1.1 RFP Title: RFP for an ERP software system

1.2 Tender Procedure: Local Open (BiH)

1.3 Deadline for submission of tender: 13th January 2025 by 12:00 hours

1.4 Type of Contract: Services

1.5 Delivery Time

The expected Contract start date is 3rd February 2025, and **the “go-live” deadline is 1st July 2025.**

1.6 Communication

The tender is available for unrestricted and full direct access at <https://www.ohr.int/ohr-tenders/>

Any questions or requirements for clarification should be sent exclusively to the e-mail address tender@ohr.int, not to any other e-mail address or OHR officials. Tenderers may submit questions up to 7 days before the deadline for submission of

tenders, 5 January 2025. All questions and their answers will be publicly published on the OHR website, last answers to be posted on 6 January 2025.

II Timelines

<i>Tender Timelines</i>	<i>Due Date</i>
Tender Publication	2 December 2024
Registration for Q&A session	9 December 2024 by 15:00 hours
Q&A session at OHR, E. Bluma 1	10 December 2024 at 10:00 hours
Questions and Clarifications Closing Date	5 January 2025
Proposal Submission	13 January 2025 by 12:00 hours
Tender Opening Session	13 January 2025 (closed session)
ERP Presentation	15 January 2025
Anticipated Contract Award Notification	20 January 2025*
Contract Start	3 February 2025*
ERP testing and quality assurance phase start	2 June 2025
ERP Final Data Migration	30 June 2025
ERP “go-live”	1 July 2025

*Indicative dates

III Scope of Services

3.1 General requirements

The Contractor must have extensive experience with ERP platform/s which are compatible with Microsoft cloud ecosystem. Additionally, the service provider should be able to provide consulting, guidance and support to OHR’s Project

Team.

OHR requires transition from the current SAP ERP to a new, cloud-based ERP, and comprehensive business integration. ERP transition is the process of transferring business data, processes and workflows from an existing ERP system to a new one not exclusively of the same type. The new ERP should be well known in the market, reputable and reliable.

3.2 Project Overview

OHR uses **SAP ECC 6.0** as its core business ERP system. This project includes replacement of the current legacy ERP system, SAP ECC 6.0, with a new, advanced **ERP cloud platform**, integrated with existing OHR Microsoft cloud ecosystem, including installation, data migration, customization, testing and quality assurance, training, commissioning and support services.

The goal is to modernize operations, improve process efficiency, and establish a scalable and secure foundation for future resource management.

The project includes the following tasks:

- Replacing the existing ERP system SAP ECC 6.0 with a new cloud-based ERP system and migrating existing data (see below under Migration). It is necessary that the new ERP system can be integrated with the existing OHR Microsoft cloud environment (OneDrive for users' files, SharePoint for organization's shared content and documents, Teams for collaboration and communication, Entra for Domain Services)
- Installation, customization, testing and quality assurance, training, commissioning, maintenance and support services.

3.3 Number of users

The current number of users and the required number of users' licenses of the future ERP system is **15 (fifteen)** with different license permissions/levels/roles for individual users (basic, full).

3.4 Assessment and Planning

- Assemble a cross-functional team including project team leader, IT staff, and business process owners.
- Conduct a thorough assessment of the current ERP SAP ECC 6.0 software and configuration.
- Develop a detailed implementation plan, including timelines and resource requirements, and risk management strategies.
- Document existing business processes, data structures, customizations, and integrations in SAP ECC 6.0
- Identify potential risks (e.g., data compatibility, training requirements, downtime) and develop risk mitigation strategies.

3.5 Migration

- **Data Assessment:** Analyze the data in SAP ECC 6.0 to identify essential data to migrate, such as master data, historical transactions, and open transactions.
- **Data mapping:** Map SAP ECC data fields to the new ERP fields to ensure compatibility and data integrity.
- **Migration Tools:** Choose appropriate data migration tools.
- The following is the list of existing SAP modules with associated functions:
 - **Logistics (Materials and supply chain management):** Purchase requisitions, Purchase orders, Outline agreement (contract) management, Vendors management, Inventory management, Goods movement (goods receipt notes), Material documents administration, Workflow management for purchasing process, Standard and

Ad-hoc Reporting o

- **Financial accounting:** General ledger, Balance sheet, Accounts receivable, Account payable, Invoice management, Invoice verification with purchase order, Payments, Down payments, Vendors/clients management, Banks management and transfers, financial statement, Fiscal year opening/closing, Fixed assets administration (acquisition, retirement, balance), Depreciation posting, VAT reporting and posting, Standard and Ad-hoc Reporting
- **Controlling:** Cost element accounting, Cost center accounting, Standard and Ad-hoc Reporting
- **Funds management:** Commitment items management, Fund and funds centers management, Funds reservation, Earmarked funds management, Standard and Ad-hoc Reporting
- **Budgeting:** Original budget management and payments, Annual budget, Funds transfer, Budget release, Standard and Ad-hoc Reporting
- **Projects System:** Special projects definition, Budgeting and transfer, Work Breakdown Structure (WBS) elements management, Standard and Ad-hoc Reporting
- **Human resources:** Personnel management, HR master data, Basic pay/salary, Contract elements, Leave and absence administration with possibility to share individual employee records, Compensations, Social contributions and additional benefits and payments, Payroll administration (payroll simulation, payroll release, remuneration statement, bank transfer, posting to accounting, sending pay slips to employees via email), Organizational management and staffing (organizational units, employee's positions, job descriptions, vacancies, funding and integration with financial accounting), Standard and Ad-hoc Reporting

▪ **Deadline for ERP Final Data Migration – 30 June 2025.**

Please **note** that OHR is an ad-hoc international organization with own internal rules and procedures that are applied in the

relative modules such as Finance (depreciation 100%, payment and refund of VAT), Human Resources (calculation of salaries and contributions) and which may differ from the rules and procedures that are applied in other companies in BiH. The financial year in OHR is set from 1 July to 30 June of the following year. All existing customizations in the current SAP system should also be assessed and migrated, where necessary, into the new ERP.

3.6 Testing, Quality Assurance, Validation and Optimization

- **Data Testing:** Conduct comprehensive and thorough testing on the new ERP and migrated data, ensuring that the new ERP is functioning correctly, and that data accuracy and relationships are intact.
- **System Testing:** Test functionalities in the new ERP, verifying key processes (e.g., finance, inventory, sales, and purchasing).
- **User Acceptance Testing (UAT):** Involve end-users to validate the new system's processes and workflows to ensure they meet business requirements.
- **Performance Testing:** Ensure that the new ERP can handle expected workloads.
- **The testing and quality assurance phase should start at the latest on 2nd June 2025.**

3.7 Go-Live

- **Go-Live Preparation:** Final migration plan for the new ERP system, including any downtime required.
- **Data Verification:** Perform a final data check post-migration to ensure all data transferred correctly. Final verification to be executed on 30 June 2025.
- **Go-live date will be 1st July 2025.**

3.8 Documentation and Training

- **Documentation:** Provide detailed process documentation and resources for users on the migration process, new

system architecture and operational procedures.

- Conduct an overview session for OHR Project and key-users ERP team on managing, maintaining and using new ERP system.
- User Training: Develop training plans tailored to user roles, covering system navigation, process workflows and any new procedures.
- Train key-users of OHR for individual ERP modules on Site (OHR premises at Emerika Bluma 1, Sarajevo).

3.9 Post-Migration Support and Maintenance

- Ongoing maintenance and support services after post migration period should be provided for minimum of 1 year.
- Provide first level post-migration support for period of 120 days to users for any issues that arise as a result of malfunctions and/or errors solving of problems detected by end and key users connected to an incomplete or deficient knowledge of all system functions. Support must be provided immediately during working hours or at least within 24 hours on workdays.
- Provide second stage post-migration support to users for any issues related to errors not detected during the 120-day first level support period of the project and for errors that arose on the basis of errors of external systems (eventual system outside ERP) Support must be provided within 24 hours on workdays.
- The Contractor should continue to provide ongoing maintenance and support service as additional requirements from the OHR on how to use, administer and customize the new ERP system. Response time to be proposed.

3.10 Deliverables

- Implementation plan and timeframe
- Fully migrated and functional new ERP system with

existing data from SAP ECC 6.0 migrated to the new ERP system, including 15 licenses for users

- Licensing Structures/Model – the bidder needs to provide detailed information on the licensing model proposed
- Testing and optimization report
- Documentation and training material
- First level post-migration support (120 days)
- Ongoing maintenance and support services (min. 1 year)
- Ongoing maintenance and support service as additional requirements

3.11 Key benefits

- Unified Business Operations: Consolidation of payroll, budgeting, project management, and financial oversight within a single, integrated ecosystem, enabling seamless workflows and collaboration.
- Enhanced Decision-Making: Access to real-time data and analytics supports informed, strategic decisions and improves operational visibility.
- Scalability and Future-Readiness: The cloud-based infrastructure ensures flexibility to adapt to changing business demands and provides a solid foundation for innovation.
- Operational Excellence: Process automation and advanced management tools reduce inefficiencies, enhance accuracy, and streamline operations.
- Proactive Risk Management: Built-in security and governance capabilities protect sensitive information and ensure compliance with global standards.

3.12 Project Staff

The Tenderer should propose sufficient number of qualified and experienced project staff/experts with information on project role, required for the performance of services. Project staff will have the overall responsibility for the timely execution and quality assurance of all project activities and

deliverables.

- Project Team Leader should be primary point of contact and oversee the Project planning, execution, monitoring, and delivery.
- At least one (1) key expert is required for each module of a new ERP system.
- At least one (1) member, Expert/Associate, for performance of migration.
- One key expert can cover more than one module/operation.
- Prior to contract commencement, all project staff must sign a declaration of confidentiality.

3.13 Working days, hours and reporting

The services may be performed at OHR as well as at the Contractor's premises. OHR shall provide an office infrastructure (office space, hardware/software, telephone network etc.).

The OHR standard working days are from Monday to Thursday from 8:00 to 17.00 hours, and Friday 8:00 to 14:00 hours, except on the OHR's holidays which will be communicated to the contractor. Working hours exclude 60 minutes break and it equates to an 8-hour working day. Contractor must be reachable and available for meetings during the normal working hours of the OHR. Contractor shall be responsible for ensuring that the above timings are complied with.

The work of the contractor can be outside standard working days and standard working hours as agreed with the OHR. The contractor shall be responsible for ensuring that working hours are assigned correctly. The contractor shall record their worked time in a timesheet. The contractor shall provide weekly written reports to the OHR Project Manage.

IV Questions and Answers Session

The OHR will organize a Questions and Answers (Q&A) session

for all interested bidders, during which the status of the current ERP system, workflows and the business logic behind them, will be thoroughly explained. The session will address specific expectations for the new ERP system and post-sales support.

The session will be held on Tuesday, 10th December 2024, at 10:00 AM at the OHR, Emerika Bluma 1, Sarajevo, with both in-person and hybrid participation options available. Bidders will have the opportunity to ask questions to members of the OHR Project Team.

The bidders should register their intention to participate in Q&A session latest by 9 th December 2024 by 15:00 hours. Please submit your registration to include company's name, list of participants (maximum three), contact information and preferred way of attendance (in person or online) and send it to tender@ohr.int. Online participants will receive MS Teams invitation.

Attendance at the Q&A session is mandatory.

V Subcontracting

Subcontracting is not permitted without prior consent of the OHR.

VI Confidentiality

During the performance of the contract, the Contractor will have access to organisational and personal data. The contractor shall therefore ensure that data is process in accordance with relevant legislation and that there are adequate information security and confidentiality arrangements in place to prevent unauthorized disclosure of information.

VII Proposal Submission Conditions

The proposal must be in English and include the following:

7.1 ADMINISTRATIVE REQUIREMENTS

The tenderers must submit documentary evidence of their legal, professional and financial capacity to perform this contract.

The following requirements are mandatory as evidence of the tenderer's status. If any of the required evidence is not provided, tenderer shall be disqualified and shall not proceed for Technical Evaluation.

- a) Cover page should include the name and address of the tenderer, contact phone number, e-mail, the name of a contact person.
- b) Copy of BiH ID/VAT registration number.
- c) confirmations or copies of certifications to comply with the information systems security management and other relevant privacy legislations for protection of personal data and prevention of unauthorized disclosure of information:
 - ISO/IEC 20000 certification (IT service management)
 - ISO/IEC 27001 certification (Information Security Management System ISMS)
 - ISO/IEC 27701 certification (Privacy Information Management System)
- d) Company balance sheets for the last two financial years.
- e) Statement of overall turnover for the last two financial years.

7.2 TECHNICAL BID

Tenderers must comply with the following criteria:

7.2.1 References

References should demonstrate tenderers experience in implementing the proposed technology of similar nature with the following:

- a) Description of at least two (2) contracts of implementing

the proposed technology ERP projects, similar to this tender, conducted in the last two (2) years with contact details.

b) Reference list of at least five (5) current and/or previous clients in the last three years with contact details.

7.2.2 Project staff

a) The tenderer should propose sufficient number of project staff with information of composition and structure of the team, including the team members' roles and profiles, as described in 3.12. The project staff should have relevant certifications for the proposed ERP solution. ***Certificate copies should be submitted with the Proposal.***

b) CVs of project staff clearly indicating which work experiences are relevant for the fulfilment of the specific requirements. Minimum qualifications: University degree in computer science, information technology, project management, or a related field with minimum of three (3) years of professional experience, and five (5) years for an expert; familiarity with ERP systems such as (SAP/Microsoft Dynamics/Oracle or similar) is advantage; excellent English language skills.

c) Failure to propose a qualified Project Team Leader and Expert/Associate and provide the required documentation may result in the disqualification of the bidder.

7.2.3 Project Proposal Description

Tenderers should provide a short description of proposed Project design in accordance with Section III. The proposal should include:

a) an outline of the approach proposed for project implementation: organisation and methodology **detailing**: implementation plan, project management, control reviews, back-up functions and approach to the migration.

- b) timeframe for implementation, milestones
- c) outline of post-migration support for first and second level, including information on support response times (urgent and regular requests).
- d) outline of ongoing support and maintenance services to be provided until 01 July 2026.
- e) tools and technologies to be used.

7.2.4 The Tenderer should present ERP and its Proposal to the OHR Evaluation Committee. The ERP presentation will be held on **15 January 2025**. Exact timing will be communicated to the Tenderers following the Tender Opening session.

7.3 FINANCIAL BID

The financial bid should include:

- a) Total price cost for the project implementation to “go-live” – 1 July 2025. The price should include detailed cost breakdown for project development and implementation per type of cost and project phase, to include quantity and unit prices of hourly/daily/monthly fees, where applicable. The price shall include all costs related to the work, office costs and costs related to tax, social contributions and any other cost relating to the performance of the contract.
- b) ERP license unit price and total price for 15 users for period 1 July 2025 – 30 June 2026. The bidder should provide detailed information on the licensing model proposed.
- c) All information on unit and total prices for ongoing maintenance and first and second level post migration and support for period of one year (1 July 2025 – 30 June 2026). All other relevant information on price costs.
- d) All prices shall be in convertible marks (BAM), excluding VAT.
- e) Terms of payment: OHR’s standard payment terms are by bank transfer within 30 days of successful completion of the Project (“go-live”) and delivery of the invoice. The bidder can propose other conditions with certain guarantees for the

regular performance of obligations.

f) Financial bid must be duly signed and dated.

g) OHR shall pay VAT in accordance with the Law on VAT.

h) The proposal must be valid for acceptance for 90 days, and the price fixed for the duration of the contract, 2 February 2025 – 30 June 2026².

VIII Proposal Submission and Deadline:

8.1 Proposals should be submitted in printed and electronic copy with PDF files on CD/USB.

8.2 Administrative requirements, Technical proposal, and Financial offer (only printed copy, no electronic copy of financial offer) should be placed in a separate sealed envelopes. All three envelopes and the CD/USB shall be placed together in one, outer sealed envelope. The outer envelope should have name of the tenderer and be marked:

TENDER – RFP – ERP software solution – Not to be opened before the tender opening session, and delivered to the following address:

OHR
Head of Logistics
Emerika Bluma 1, 71000 Sarajevo
Bosnia and Herzegovina

8.3 Proposals should be delivered NO LATER THAN **13th January 2025 by 12:00 hours.**

IX Selection and Award

9.1 The Contract will be awarded to the best **quality/price ratio** proposal in terms of:

a) Technical weighting: 70%

b) Financial cost weighting: 30%

9.2 The OHR Evaluation Committee will review and evaluate the

received proposals. The offers will be ranked according to their final overall score. The tenderer whose proposal is rated the highest will be selected for the award of the contract.

9.3 The OHR reserves the right to end the Tender without awarding the contract.

9.4 OHR will not bear any costs of bidders related to the preparation of their proposals.

	Technical Evaluation Criteria	Max Points
	Points	
1	References	10
	Similar project – 2 contracts	5
	Reference list of clients, minimum 5	5
2	Project Team: qualifications, certificates, experience	30
	CV Project Team Leader:	10
	CV Expert/Associate for migration	10
	Key experts for modules	10
3	Organization and methodology	30
	Project Implementation plan	10
	User training and materials	5
	Risk management and back up functions	5
	Support availability and maintenance	5
	Integration with MS365 Cloud Services	5
4	Presentation of functional requirements	30

	Ease of Use	10	
	Customization	10	
	Core Modules	5	
	Reporting	5	
		TOTAL	100

¹ OHR fiscal year is from 1 July to 30 June next year

² Conditional to Section I – Availability of Funds for the Next Fiscal Year