



Millennium Development Authority (MiDA)

PRE-PROPOSAL CONFERENCE

The Definition, Procurement & Supervision of the Implementation of an ERP System for ECG

October 24, 2017

Venue: Apex Bank Head - Conference Room

Presented By

Tanko Mohammed

Technical Support Manager, MiDA

OUTLINE OF PRESENTATION

- COMPACT OVERVIEW
- INSTITUTIONAL ARRANGEMENTS
- OVERVIEW OF ECG
- BROAD SCOPE OF WORKS
- PROJECT LOCATIONS
- SCHEDULE OF KEY DELIVERABLES
- PERSONNEL REQUIREMENTS

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COMPACT II OVERVIEW

Compact II (Power Compact):

An international treaty between the US Government represented by Millennium Challenge Corporation (MCC) and the Republic of Ghana represented by MiDA to develop the power sector.

Goal

The goal of the Compact is to reduce poverty through economic growth in Ghana

Objectives

- Increase private sector investment, productivity, and profitability of micro, small, medium and large scale businesses;
- Increase employment opportunities for men and women; and
- Raise earning potential from self-employment and improved outcomes for men and women.

Total Program Funds: US\$ 535.6M

Duration: 5 years from EIF

EIF Date: September 6, 2016

Compact Projects & Activities

The Six (6) Compact Projects are divided into two (2) broad areas:

Infrastructure/ Foundational Projects:

- ✓ ECG Financial & Operational Turnaround (EFOT)
- ✓ NEDCo Financial & Operational Turnaround (NFOT)
- ✓ Access
- ✓ Energy Efficiency & Demand Side Management

Reform/Policy Projects

- ✓ Regulatory Strengthening & Capacity Building
- ✓ Power Generation Sector Improvement
- ✓ Energy Efficiency & Demand Side Management

The scope of ERP project falls under **Foundational Projects**.

Compact Projects & Activities – Cont'd

EFOT Project (US\$ 351.2MM)

Private Sector Participation (PSP)

Modernizing Utility Operations

Reduce Commercial Losses & Improve Revenue Collection

Technical Loss Reduction

Outage Reduction

NFOT Project (US \$65.7MM)

Private Sector Participation (PSP)

Modernizing Utility Operations

Reduce Commercial Losses & Improve Revenue Collection

Technical Loss Reduction

Outage Reduction

Regulatory Strengthening & Capacity Building (US \$5MM)

Sector Performance Monitoring Capacity Building

Tariff Review and Regulation

Access Project (US \$10MM)

Infrastructure Upgrades

Social Inclusiveness & Improved Partnerships

Power Generation Improvement (US \$16.3MM)

Operationalize "Gas to Power" value chain

Facilitate LNG Development

Strengthen Sector Planning & IPP Framework

EEDSM (US \$25.4MM)

Development & Enforcement of standards and labels

Improved Energy Auditing

Education and Public Information

Demand Side Management Infrastructure

Overview of the EFOT Project

Objectives:

- Ensure ECG runs on sound commercial principles to become creditworthy and effective off-taker under Power Purchase Agreements (PPA).
- Ensure ECG recovers its costs and invests in maintenance and expansion without requiring regular financial support from Government.
- Reduce implicit subsidies (created by losses, underpricing and underbilling).

EFOT Project Activities

Private Sector Participation

Transaction Advisory Services to implement PSP

Consultation with management and employees of ECG to gain support for PSP

Institutional set-up for Acceptable ECG PSP Transaction

Targeted communication strategy & outreach to gain support of stakeholders

Modernizing Utility Operations

GIS, ERP, Data Centre & Comm. Network & ECG Training Centre

Technical Assistance to ECG (TA)

Institutionalizing Gender Responsiveness

Loss Characterization Study

Tariff Applications

Commercial Loss Reduction

Normalizing customer connections to required standard

Strengthening Loss Control Unit

Installation of automated meter readers (AMR)

Replacement of legacy credit meters with pre-payment meters

Technical Loss Reduction

Update of engineering manuals & equipment specifications

Distribution Master Plan

LV Bifurcation

Reactive Power Compensation for Primary Substations

Construction of BSP, Primary substations and interconnecting lines.

Outage Reduction

Outage management system

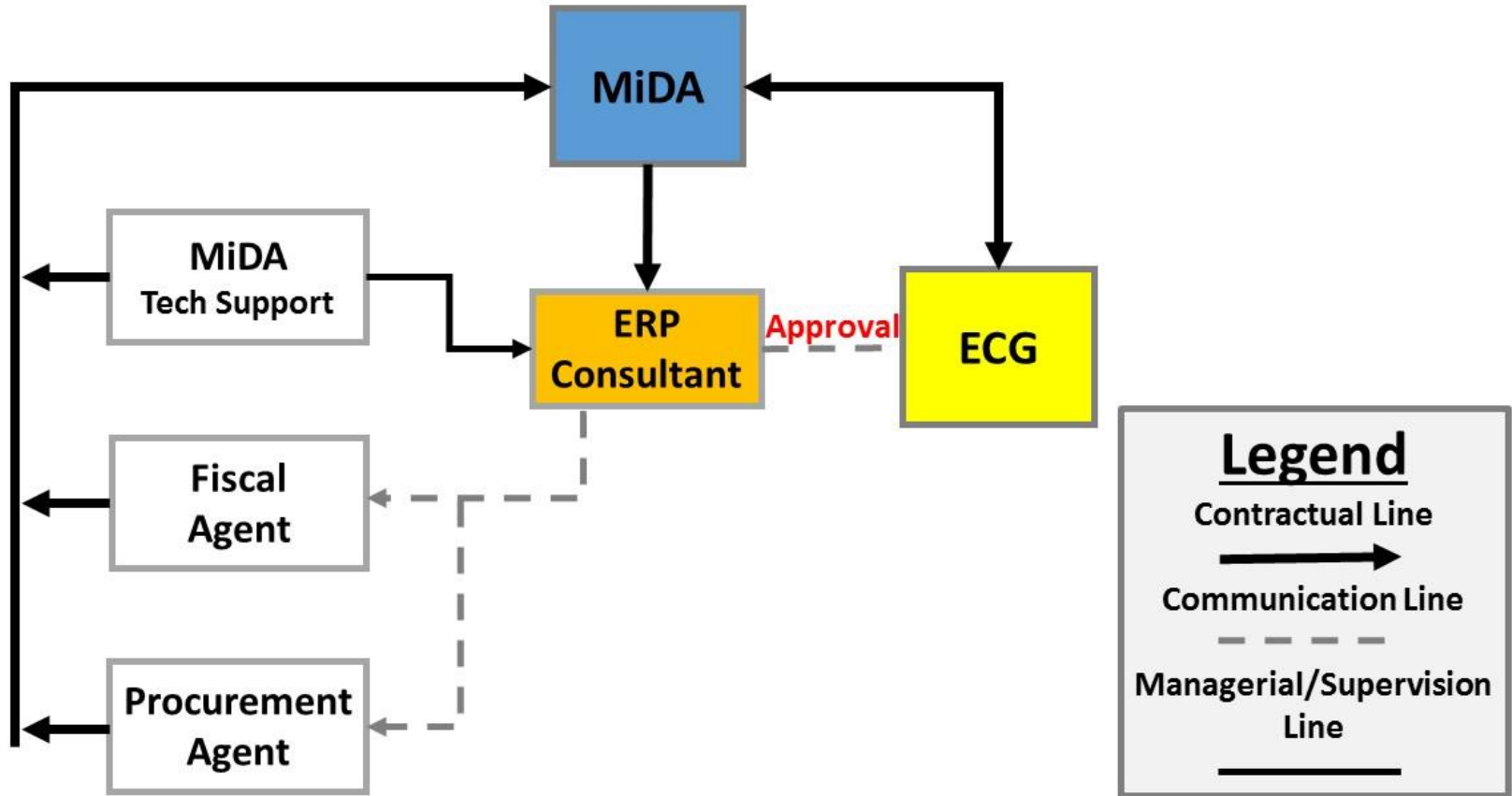
Feeder Sectionalizing and Automation

Provision of specialized vehicles, tools, and equipment.

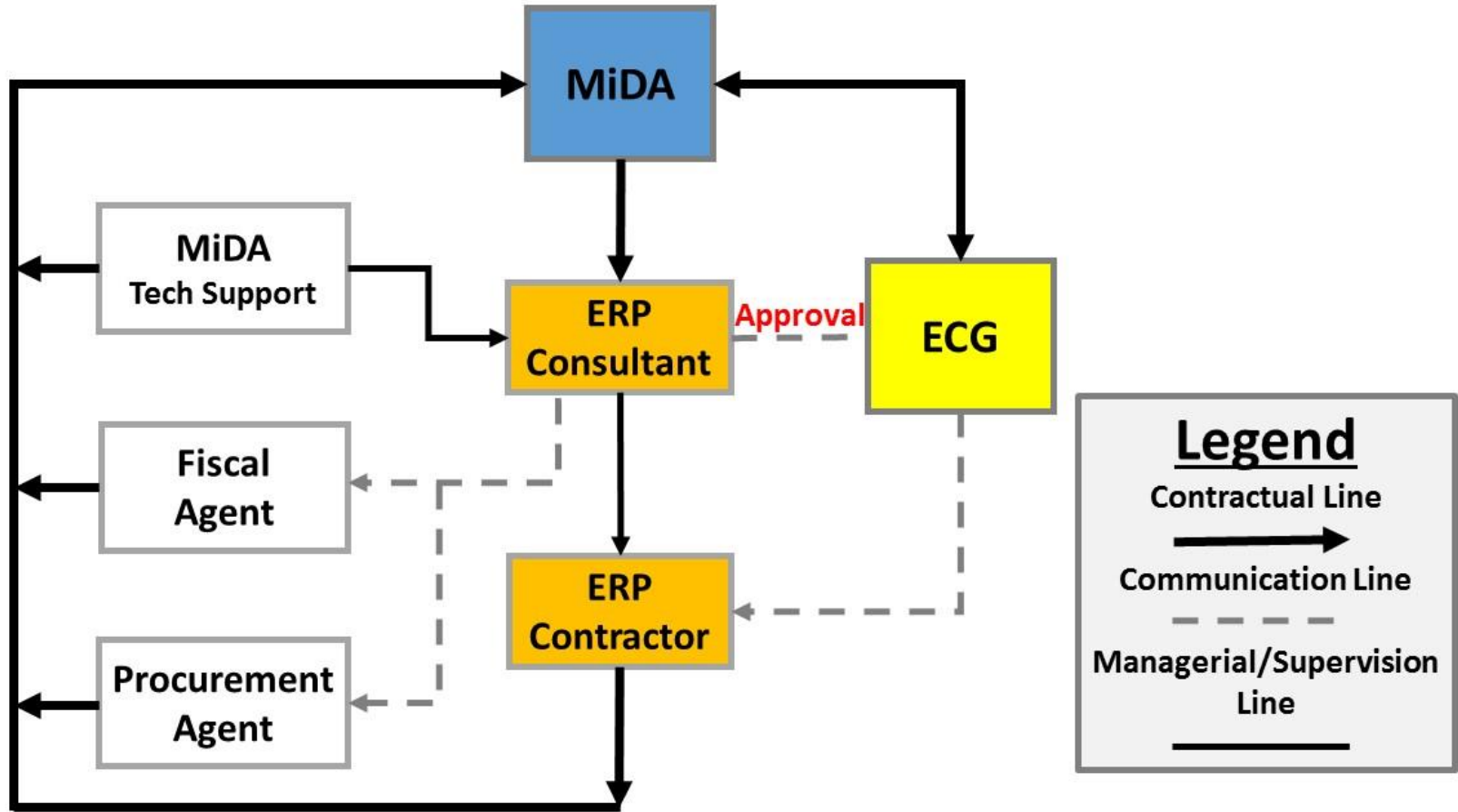
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Enterprise Resource Planning (ERP) Organizational Chart



Enterprise Resource Planning (ERP) Organizational Chart



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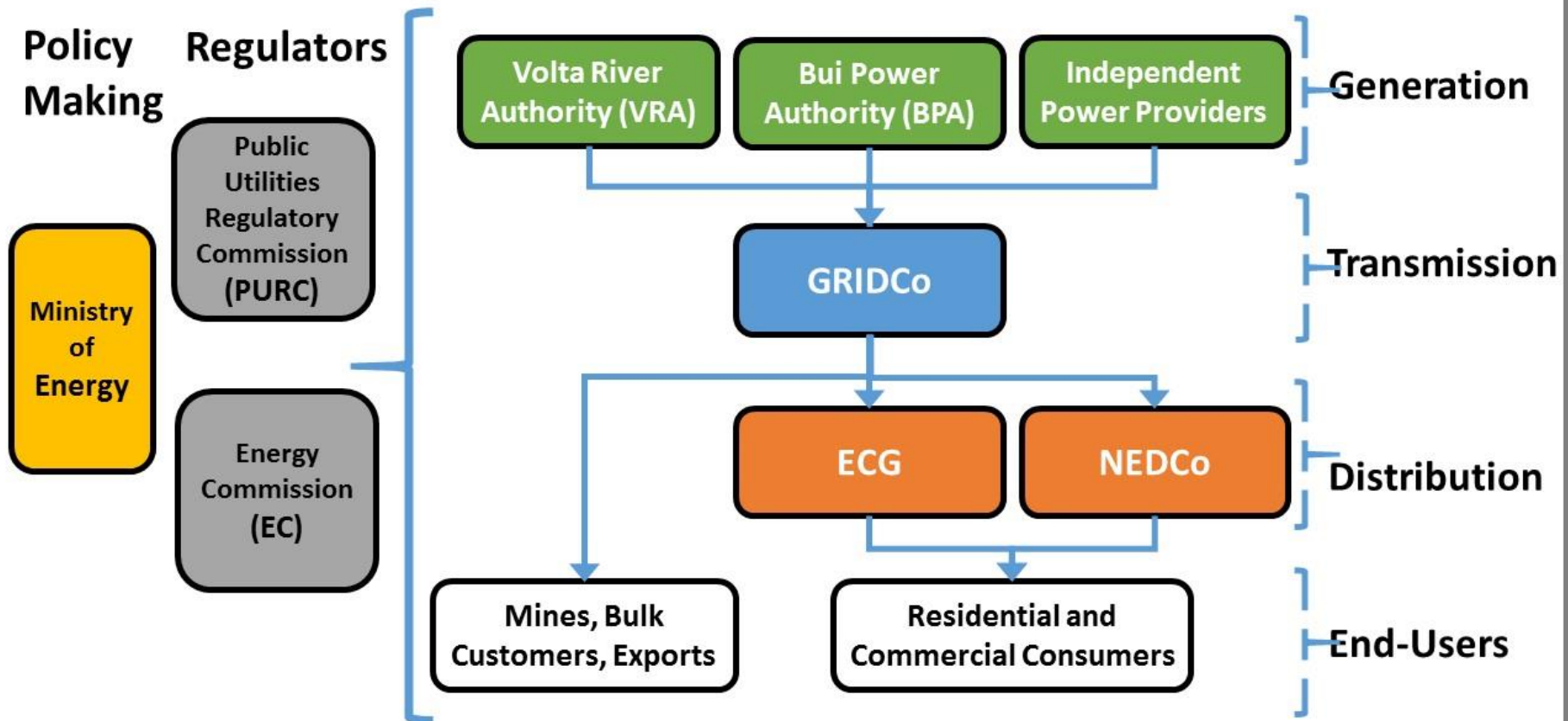
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OVERVIEW OF ECG

- Electricity Company of Ghana (ECG) is the single largest electricity distribution company in Ghana and operates mainly in the southern part of Ghana (**covers about 36% of Ghana's** land area).
- ECG **distributes over 70% of total** electricity generated in Ghana.
- The operational area is divided into eight **(8) regions** namely; Accra East, Accra West, Ashanti SBU, Central, Eastern, Tema, Volta & Western (note: there is one (1) additional region within Accra East Region called the Sub-Transmission region creating a ninth region. This is in charge of operations and maintenances of the sub-transmission network of ECG. It has not been subdivided into operational districts).
- Total customer population - 3,380,000 as at June 2016.
- Annual demand growth rate – 10%.

Ghana's Power Sector & Role of ECG

The Energy Sector in Ghana



Role of ECG

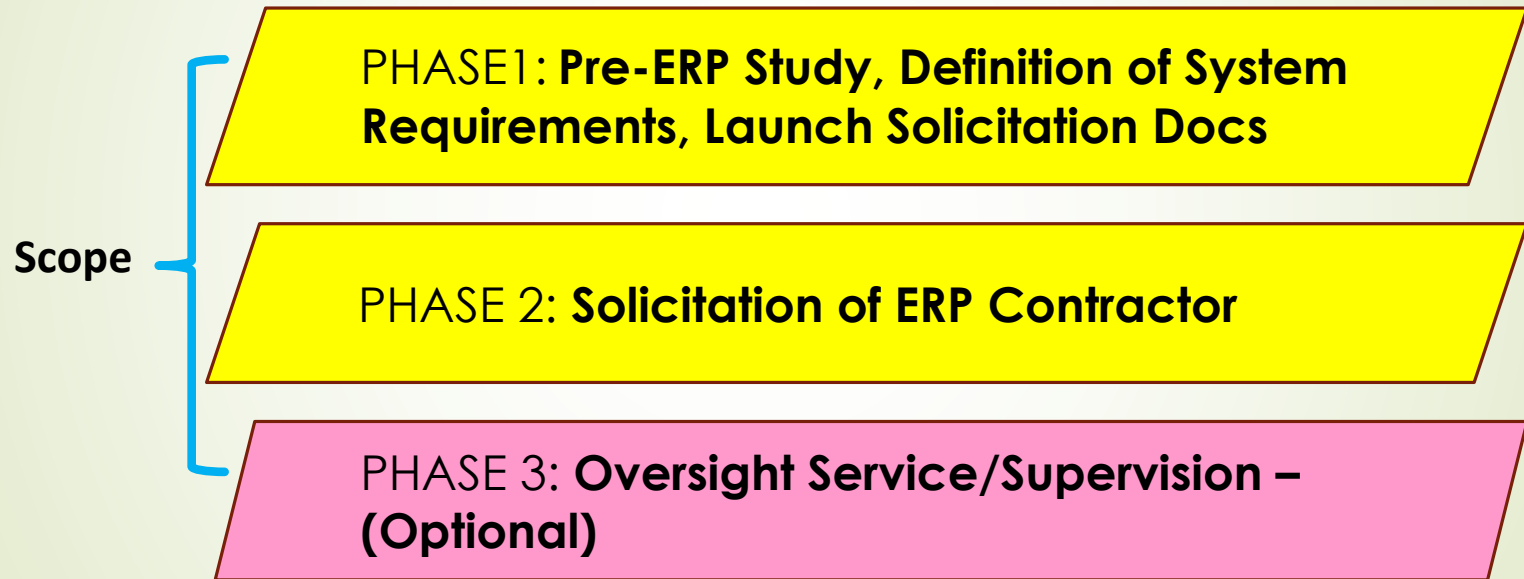
- ❖ Transmit, supply, and distribute electricity;
- ❖ Purchase energy in bulk from Volta River Authority (VRA) or other supplier for distribution;
- ❖ Construct, assemble, repair, maintain, and operate substations, electrical appliances, fittings, and installations;
- ❖ Execute and supervise national electrification programs on behalf of the GoG; and
- ❖ Carry out activities incidental or conducive to the attainment of the above objectives

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BROAD SCOPE OF WORKS

- The ERP Consultant will **define an ERP** solution that permits a **consolidation of information** holdings and a move to a **new paradigm** service orientation for **integrated service delivery**.



- Completion of each phase identified above will be accompanied by a report for review and acceptance by MiDA and ECG.

BROAD SCOPE OF WORKS

SOME NOTES:

- Should the Consultant identify services they believe are critical to the success of the ERP project, that have not been covered in the RFP, these should be listed in your response to Form TECH-7 – see page 46 of the RFP.
- The Consultant is expected to complete the Scope of Services with the Key Personnel supported by the number of Non-Key Personnel that the Consultant deems necessary to ensure the assignment and deliverables are completed within the time lines
- Consultant shall be required to work closely with ECG.
- MiDA shall coordinate & provide oversight
- All Bidders are advised to thoroughly study the scope of works, deliverables and timelines in the RFP.

PHASE 1:

Pre-ERP Study, definition of system requirements and assisting MiDA to prepare and launch solicitation document:

- Undertake business assessment and the organizational readiness for the introduction of ERP, identify all issue and anticipated risk with the introduction and develop a transformation plan to mitigate all identified risks
- Elicit, document and assess existing “As-Is” business processes/workflows and the systems that supports them
- Re-engineer a “To-Be” target business processes for the ERP system
- Determine the gaps between the “As-Is” and “To-Be” processes and develop a strategy for addressing them
- Develop technical, functional (including analytics) and non-functional requirements and specification for the ERP solicitation document

PHASE 2:

Solicitation: Assisting MiDA with the management of the bidding process, award and negotiation of the Contract:

- Provide technical advice to MiDA during the bidding process
- Supervise extended demo sessions of shortlisted products and ERP Contractors
- Provide technical advice to MiDA during the negotiation and finalization of the Contract

PHASE 3:

Provision of Oversight services (Supervision) for ERP installation and system integration – Option (if exercised):

- Supervise the implementation of the new ERP system including Installation and system integration
- The consultant will be needed only at critical stages of the implementation

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PROJECT LOCATIONS

Map of Ghana showing Demarcation of ECG Operational Area



- Consultant is expected to make **periodic visits to ECG & MiDA offices** for workshops and meetings.
- The ERP system shall be designed and implemented for use **throughout the entire ECG operational area** in Ghana.
- **Key ECG offices** required to be visited to obtain the requirements/ specifications are the following:

- Head Office in Accra
- 1 Regional office - either Accra East or Accra West
- Ashanti Strategic Business Unit (SBU)
- Choice of Volta or Eastern Region
- Kwabenya/Legon, an ECG District 'A' office
- Akwapim Mampong an ECG District 'B' office in Accra East Region
- ECG Project Office in Accra

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Schedule of Key Deliverables

#	Deliverable	Timeline
1	PHASE1 - Inception Report	2 Weeks after cos
2	Task 1: Undertake business assessment	10 Weeks after cos
3	Task 2: Aspirational business process documentation	16 Weeks after cos
4	Task 3: Plan to addresses gaps identified in “As-Is”/“To-Be” process	24 Weeks after cos
5	Task 4: Organizational Readiness Assessment Report	24 Weeks after cos
6	Task 5: Technical Scope of Works for ERP system	33 Weeks after cos
7	Task 6: Technical Scope of Services for Supervision	38 Weeks after cos
8	Task 7: Training Program	38 Weeks after cos
9	Task 8: Budget Cost Estimate	41 Weeks after cos
10	Task 9: Stakeholder Workshops	46 Weeks after cos
11	Task 10: Assist MiDA to finalize the Solicitation Document(s) for ERP Contractor	49 Weeks after cos
12	PHASE 2 - Task 11: Pre-proposal meeting and clarification responses	3 rd and 4 th week after IFB is issued to bidders.
13	Task 12: Bid evaluation and contract negotiation	8 weeks input from commencement of the evaluation process

(cos = commencement of service)

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PERSONNEL REQUIREMENTS

Finance Specialist (Lead Consultant)

- Provide high-level guidance and serve as an advocate for ECG at the executive level

ERP Specialist in SCM/Purchasing/ Procurement Mgmt

- Provide expertise in Supply Chain Management, Purchasing and Procurement

ERP Specialist in Engineering & Operations Mgmt

- Provide expertise in Engineering and Operations fields

Non-Key Staff

- Provide necessary support to Key staff

➤ **Additional considerations:**

- Experience within Electric Utility
- ERP related work executed in a developing country

OTHER REQUIREMENTS

- Organizational capability and experience of consultant;
- Approach methodology and work plan;
- Personnel qualifications for the assignment;
- Degree to which technical and functional requirements of the implementation plan are met;
- Feasibility and timeline of proposed work plan;
- Financial stability of the applying consultant to conduct a project of this scale

THANK YOU



BACKUP SLIDES

APPENDIX 1: ECG TRANSACTION DATA FOR SYSTEM APPLICATIONS

SYSTEM	APPLICATION	DESCRIPTION	OWNER	STATUS	SUPPORTED PROVIDED BY	AREAS DEPLOYED
PREPAYMENTS	PNS (Pay and Smile)	Prepaid meter vending software	CSD	IN USE	ICT	ACCRA AND ASHANTI SBU ACCRA EAST,ACCRA WEST,WESTERN,CENTRAL,VOLTA,TEMA AND EASTERN ACCRA WEST ACCRA WEST AND ACCRA EAST ASHANTI SBU ASHANTI SBU ACCRA EAST AND TEMA
	ECASH1	Prepaid meter vending software	CSD	IN USE	ICT	
	ECASH11	Prepaid meter vending software	CSD	IN USE	ICT	
	ECASH111	Prepaid meter vending software	CSD	IN USE	ICT	
	SMARTG	Prepaid meter vending software	CSD	IN USE	PROJECT PHASE	
	SMARTCASH BOT	Prepaid meter vending software	CSD	IN USE	PROJECT PHASE	
	SMARTCASH BXC	Prepaid meter vending software	CSD	IN USE	PROJECT PHASE	
	ENERSMART	Prepaid meter vending software	CSD	IN USE	PROJECT PHASE	
	LIBERTY	Prepaid meter vending software	CSD	IN USE	PROJECT PHASE	
	MBH CLOU	Prepaid meter vending software	CSD	IN USE	PROJECT PHASE	
	L&R CLOU	Prepaid meter vending software	CSD	PILOT	PROJECT PHASE	
	IMES	Prepaid meter vending software	CSD	PILOT	PROJECT PHASE	
KAMSTRUP	Prepaid meter vending software	CSD	IN USE	ICT		
POST BILL	CMS	Post bill software and platform for all CSD system Previous Billing system. Data being kept for historical reference	CSD	IN USE	ICT	
	** CBIS	Post bills for ECG Dollar customers	CSD	Archived	ICT	
	OLD DOLLAR BILL SYSTEM(EXCEL)	Post bills for ECG Dollar customers	CSD	IN USE	ICT	
	NEW DOLLAR BILL SYSTEM	Post bills for ECG Dollar customers	CSD and FINANCE	IN USE	ICT	
PAYMENT PLATFORM	CMS PAYMENT COLLECTION	Payment system	CSD and FINANCE	IN USE	ICT	
	DESKTOP PAYMENT APPLICATION	Payment system	CSD and FINANCE	IN USE	ICT	
	WEB APPLICATION PAYMENT APPLICATION	Payment system	CSD and FINANCE	IN USE	ICT	
	POINT OF SALES (POS)	Payment system	CSD and FINANCE	IN USE	ICT	
	WEB SERVICES	Payment system	CSD and FINANCE	IN USE	ICT	
	App for Vending)	Payment system	CSD and FINANCE	IN USE	ICT	
ORACLE	PERFORMANCE MANAGEMENT SYSTEM (PMS)	Manage the work output of staff	HR and FINANCE	IN USE	ICT	
	PAYROLL SYSTEM	Process salaries and other benefits		IN USE	ICT	
	ASSET MANAGEMENT SYSTEM			PROJECT PHASE	PROJECT PHASE	
	BALANCE SCORECARD SYSTEM			PROJECT PHASE	PROJECT PHASE	
	BUSINESS INTELLIGENCE SYSTEM (BI)			NOT IN USE	SUSPENDED	
ADEMPIERE ERP	MATERIALS MANAGEMENT SYSTEM		M & T AND PROCUREMENT	IN USE	ICT	
	VEHICLE REQUISITION SYSTEM		M & T	IN USE	ICT	
	ESTIMATES AND JOBCARD SYSTEM		CSD AND FINANCE	IN USE	ICT	
	PROJECT MANAGEMENT SYSTEM		OPERATIONS ENGINEERING AND	IN USE	ICT	
CALL CENTRE	Incidence Management System (IMS)		CSD	IN USE	ICT	
	INTERNAL SERVICE DESK(ITOP)		ICT	IN USE	ICT	
FINANCE	SUN ACCOUNTING SYSTEM (OLD)	accounting and finance	Finance	IN USE	FINANCE	
	SUN ACCOUNTING SYSTEM (NEW)	accounting and finance	Finance	IN USE	FINANCE	
OPERATIONS SOFTWARE	OPERATION MAINTENANCE SYSTEM		Operations	IN USE		
IT NETWORK,SYSTEMS MONITORING AND SECURITY	DUDE	IT Network monitoring	ICT	IN USE	ICT	
	WHATSUPGOLD	IT Network monitoring	ICT	IN USE	ICT	
	ANTIVIRUS SYSTEM (KASPERSKY)	computer system protection	ICT	IN USE	ICT	
	GFI MAIL FILTERING SYSTEM	computer system protection	ICT	IN USE	ICT	
ENGINEERING APPLICATIONS	PSS SINCAL			IN USE		
	CYM DIST					
	eZViews		CSD	IN USE		
	MULTI -DRIVE SYSTEM MTS	(REMOTE METERING APPLICATION	CSD	IN USE		
AMR WEB APPLICATION	(EXTRACTION OF BILLING DATA, READINGS ETC)	CSD	IN USE			

#	TASK	DELIVERABLE
PHASE 1: Perform a pre-ERP implementation study, then identify “As-is” and “To-Be” processes, and define technical, functional and non-functional requirements. Additionally, assist MiDA to prepare and launch procurement solicitation documents.		
1	Undertake business assessment and the organizational readiness for the introduction of ERP, identify all issue and anticipated risk with the introduction and develop transformation plan to mitigate all identified risks.	An overall assessment report, recommendations and a formation of the teams on the assessment results and recommendations to MiDA and ECG.
2	Define a set of aspirational business processes (“To-be”)	Aspirational business process documentation.
3	Determine the gaps between the “As-Is” and “To-Be” processes and develop strategy for addressing them.	A Plan that addresses gaps identified in the “As-Is” and “To-Be” processes.
4	Conduct and develop an organizational readiness report which assesses the ability of ECG to adopt the new processes that leverage the proposed ERP	Organisational Readiness Assessment Report
5	Development of the full technical Scope of Work and Scope of Services for ERP system suitable for ECG’s present and future operations	Technical Scope of Work and Scope of Services for the ERP system
6	Define the Scope of Services for the Supervision of the ERP installation	Technical Scope of Services for Supervision.
7	Develop a Training Program	Report covering the Training Program and outcomes.
8	Prepare Budget Cost Estimates	Budget Cost Estimate.
9	Conduct two (2) formal workshops for all stakeholders involved in the ERP to review the draft technical and functional specifications, scope of service related to the ERP system, and cost estimates	Material for Stakeholder Workshops and final technical and functional specifications, scope of service related to the ERP system, and cost estimates based on stakeholders' comments
10	Provide technical advice to MiDA in preparing the Invitation for Bids (IFB) for the procurement of the ERP Contractor, complementary systems and applications	Completed Invitation for Bids (IFB) for IT Services for procurement of ERP Contractor.

#	TASK	DELIVERABLE
PHASE 2: Work with MiDA, and their PA, as a Facilitator for the bidding process, negotiation and award of Contract		
11	Facilitate the Pre-bid Meeting and Preparation of Technical Responses to requests for clarification	All relevant documentation in respect of the necessary inputs, advice, and assistance to MiDA in preparing the presentation for the pre-Bid meeting, attendance at the pre-Bid Meeting to advise and assist MiDA in answering technical questions, and subsequently with the preparation of clarification question responses.
12	Facilitate Bid evaluation and contract negotiations with the bidder recommended by the evaluation panel for contract award	Facilitation of the evaluation panel during bid evaluation and all necessary advice and assistance to MiDA in preparation for and conduct of contract negotiation and finalization of the Contract document.

#	TASK	DELIVERABLE
PHASE 3: Provision of oversight services (Supervision) for ERP end-to-end installation and system integration.		
13	Stage I – Oversight Services for Pilot Project	Periodic Report
14	Stage II – Oversight Services for Go-Live.	Periodic Report
15	Stage III – Oversight Services for Roll-out.	Periodic Report
16	Program Close-Out	Project Close-Out Plan

Task 1: Undertake business assessment and the organisational readiness for the introduction of ERP, identify all issue and anticipated risk with the introduction and develop transformation plan to mitigate all identified risks.

- ▶ The ERP consultant shall study ECG organizational hierarchy, facilitate meetings with heads of departments and managers of the following directorates and understand the roles and responsibilities of personnel/officials in the (Customer Services, Operations, Finance, Engineering, Premises & Estates, Human Resources (“HR”), Information & Communication Technology (“ICT”), Network Projects, Materials & Transport, Procurement, Legal, Audit and Strategic Business Unit (Ashanti Region) and create a synergy to gather and understand requirements and undertake detailed technical feasibility studies. The feasibility study shall list all the critical issues in the process.
- ▶ Assess both existing systems and applications and all other systems and applications planned for implementation within the long term. Study the usage of various existing and future software applications and identify the challenges faced at various levels; Study various aspects of existing and future applications like licensing, possibility of integration, application maintenance procedures, operating system, databases, architecture, any enhancement plans that are being undertaken etc; Study the functionalities/processes that are supported by the existing and future applications. Study the hardware available at ECG and assess possibilities to leverage the existing capacities more effectively in future.
- ▶ It shall also factor in its recommendations for planned ERP and Information and Communications Technology (“ICT”) infrastructure expansion or upgrades. The output of this activity will inform MiDA/ECG in determining the scope of services and supply to include in the ERP.

Deliverable: An overall assessment report, recommendations and a formation of the teams (i.e. Program governance structure, core ERP team, and inscope modules teams (Refers to teams associated with only the modules to be implemented) on the assessment results and recommendations to MiDA and ECG.

Task 2: Define a set of aspirational business processes (“To-be”)

- ▶ This task involves definition of aspirational and efficient business processes for use by ECG. It is expected that the ERP Consultant shall establish a strategy to define the recommended business processes for ECG for the proposed ERP system. The activities involved in this task shall include but not limited to the following:
- ▶ Align the goals of the ERP system with the overall ECG business strategy.
- ▶ Analyze the needs of IT, useable/important data, and business processes.
- ▶ Recommend the appropriate changes in alignment or business culture to adopt the proposed ERP system.
- ▶ Analyze the current business systems in ECG that need improvement and recommend more efficient business systems as required.
- ▶ Investigate most recent industry standards for ERP systems in electric utilities and recommend applicable standards and procedures for implementation.

Deliverable: *Aspirational business process documentation.*

Task 3: Determine the gaps between the “As-Is” and “To-Be” processes and develop strategy for addressing them.

- ▶ The ERP consultant shall (1) develop a plan addressing gaps identified in the “As-Is” and “To-Be” processes. Listing of characteristic factors (such as attributes, competencies, performance levels) of the present situation ("what is"), (2) listing factors needed to achieve future objectives ("what should be"), and then (3) highlighting the gaps that exist and need to be filled.

Deliverable: A Plan that addresses gaps identified in the “As-Is” and “To-Be” processes.

Task 4: Conduct and develop an organizational readiness report which assesses the ability of ECG to adopt the new processes that leverage the proposed ERP.

- ▶ The ERP Consultant shall conduct an assessment to determine ECG's readiness and ability to adopt the new processes to be developed under the proposed ERP system. It is envisaged that the activities involved in the organizational readiness assessment shall include but not be limited to the following:
- ▶ Determination of the readiness factors that will impact ECG.
- ▶ Presentation of the readiness factors using maturity models.
- ▶ Assessment of readiness factors, including determination of readiness factor ratings.
- ▶ Assessment of risks for each readiness factor and identifying improvement actions to mitigate the risks.
- ▶ Assessment of ECG's migration plan and implementation strategy.

Deliverable: *Organisational Readiness Assessment Report.*

Task 5: Development of the full technical Scope of Work and Scope of Services for ERP system suitable for ECG's present and future operations

- ▶ The ERP Consultant shall develop the full technical Scope of Work (the base core module plus all other add-on modules required based upon the assessment of the organization's needs) for the ECG ERP system that should include, but not limited to Office & Workflow automation tools, the provision of hardware and software integrating with existing applications. The ERP Consultant shall also develop the associated Scope of Services to be provided by the ERP Contractor to ensure successful implementation of the system in all ECG operational regions and districts. The scope should incorporate an analysis of risks that may be foreseen in implementation of such integrated ERP systems and suggest/ recommend plans to mitigate / manage the risks.
- ▶ The ERP Consultant shall also develop an implementation plan to assess the level of effort for interfacing with all existing applications in order to meet the software and hardware requirements and the scope of services defined above.

Deliverable: *Technical Scope of Work and Scope of Services for the ERP system .*

Task 6: Define the Scope of Services for the Supervision of the ERP installation

- ▶ The ERP Consultant shall be required to define a complete scope of services covering the entire supervision of the ERP installation including integration with all existing applications.
- ▶ The scope of services for the supervision is restricted to critical items such as workshops, trainings, testing, that will be onsite, and majority of consultant work reviewing reports to be performed offsite in order to limit hours.

Deliverable: *Technical Scope of Services for Supervision.*

Task 7: Develop a Training Program

- The ERP Consultant shall be required to develop a training program to be hosted by MiDA which will be incorporated within the bidding document for the ERP Contractor to conduct such training to ECG on the use and application of the ERP system. Training program shall include but not limited to:
- Objective of the training.
- Expected capabilities of participants once trained.
- Estimation of duration.
- Number of participants, location etc.

[Note: MiDA will be responsible for arranging all the logistics, including location(s)/venue(s), refreshments and all payments related to the training programme].

Deliverable: Report covering the Training Program and outcomes.

Task 8: Prepare Budget Cost Estimates

- ▶ Based on the system requirements of the ERP developed in Tasks 3 to 5, the ERP Consultant shall develop detailed cost estimates for procurement, integration, supervision and rollout of the ERP throughout ECG's service territory. The estimates shall include but not be limited to the following:
- ▶ All hardware costs including servers, networks, printers, etc.
- ▶ Software (base software, base ERP and additional ERP modules).
- ▶ Licensing costs based on number of seats recommended to be acquired.
- ▶ Implementation and Maintenance. The ERP Consultant shall propose or recommend an implementation and maintenance schedule based on its assessment of the existing applications, scope of ECG's operations, the degree to which business processes have been coded, and the volume of work required in business process reengineering. The ERP Contractor shall be responsible for maintaining the system including all applicable software and associated renewal costs for up to and including the rest of the Compact period and final hand over to MiDA/ECG. (Note: the coding is done by the respective application owner – ECG shall form an internal ERP Project Team to facilitate internal tasks.
- ▶ Cost estimate for the training program to be provided by the ERP Contractor to ECG.
- ▶ ECG project management cost. The ERP Consultant shall review the set up in the various ECG departments and define a suitable project management framework. This framework shall cover the project management structure within ECG that may include a project steering committee, key roles and definition of the roles, resources that will be required, logistics and support, etc. The cost associated in setting up such a project management framework including logistics, vehicles, staffing, etc., shall be estimated by the ERP Consultant.
- ▶ Provide estimated cost of Customization vis-a-vis ERP products available in market
- ▶ Cost estimate for the supervision services to be undertaken by the ERP Consultant.
- ▶ Contingencies (Physical and Price).
- ▶ The cost estimates shall be in United States Dollars and based on industry quotes for the various items as well as material and installation costs.

Deliverable: Budget Cost Estimate.

Task 9: Conduct two (2) formal workshops for all stakeholders involved in the ERP to review the draft technical and functional specifications, scope of service related to the ERP system, and cost estimates

- ▶ The ERP Consultant shall discuss and agree on the dates, location, and venue(s) of the workshops with MiDA. The first workshop will be for the ERP Consultant to present the draft technical and functional specifications, and scope of service, related to the ERP system. The stakeholders will review, discuss and provide comments on the documents produced by the ERP Consultant. The ERP Consultant will then collate comments received from stakeholders and use them to finalize the technical and functional specifications, scope of service related to the ERP system, and cost estimates. The ERP Consultant shall present the final documents to stakeholders at a second workshop to enable them to be reviewed and agreed prior to the documents being used to populate the solicitation document for the ERP system itself.
- ▶ **[Note:** MiDA will be responsible for arranging all the logistics, including location(s)/venue(s), refreshments and all payments related to the workshops].

Deliverable: Material for Stakeholder Workshops and final technical and functional specifications, scope of service related to the ERP system, and cost estimates based on stakeholders' comments.

Task 10: Provide technical advice to MiDA in preparing the Invitation for Bids (IFB) for the procurement of the ERP Contractor, complementary systems and applications

- ▶ The ERP Consultant shall provide technical advice to MiDA and their Procurement Agent in preparing the IFB for the procurement of the ERP Contractor and complementary systems and applications and data conversion. MiDA proposes to award the ERP implementation, which involves the supply and installation of the utility ERP hardware and software systems including integration with existing system and applications as a single contract. The Scope of Work shall include a requirement for the evaluation of bids to include an extended demonstration and discovery session. The ERP Consultant will be expected to be familiar with these systems and guide ECG through a hands-on discovery process.

Deliverable: Completed Invitation for Bids (IFB) for IT Services for procurement of ERP Contractor.

Task 11: Facilitate the Pre-bid Meeting and Preparation of Technical Responses to requests for clarification

- ▶ Once the IFB has been launched for international competitive bidding, the ERP Consultant shall facilitate the pre-Bid Meeting and provide technical input to MiDA and their Procurement Agent to prepare responses to requests for clarification on issues arising from interested bidders. The ERP Consultant will be required to address and provide responses to all technical related issues to enable MiDA to agree the content and issue the clarification responses within the time period specified in the IFB.
- ▶ If deemed necessary, the ERP Consultant shall draft Addenda or adjustments to the contents of the technical and functional specifications and scope of service to be provided by the ERP Contractor, in collaboration with the Procurement Agent and MiDA. The Procurement Agent will then issue the Addenda and/or adjustments as necessary.
- ▶ The ERP Consultant will be onsite for the extended demonstration and discovery sessions. It is anticipated that leading vendors will be expected to leave systems onsite for MiDA's evaluation. The ERP Consultant will work with ECG to ensure that the "To-Be" processes can be automated. A process impact report will be prepared to assist in ensuring that the most appropriate solution is chosen.

Deliverable: All relevant documentation in respect of the necessary inputs, advice, and assistance to MiDA in preparing the presentation for the pre-Bid meeting, attendance at the pre-Bid Meeting to advise and assist MiDA in answering technical questions, and subsequently with the preparation of clarification question responses.

Task 12: Facilitate Bid evaluation and contract negotiations with the bidder recommended by the evaluation panel for contract award

- ▶ The ERP Consultant will be required to act as technical advisor to the evaluation panel during the Bid evaluation process, advising on technical and commercial ambiguities or inconsistencies between the Bids submitted and the IFB, omissions and deviations, and any material effect that could render any submission substantially non-responsive.
- ▶ The ERP Consultant will subsequently assist MiDA to prepare for contract negotiations and participate in the negotiation meeting. The ERP Consultant shall also work with the Procurement Agent and MiDA to finalize the Contract document for signature.

Deliverable: Facilitation of the evaluation panel during bid evaluation and all necessary advice and assistance to MiDA in preparation for and conduct of contract negotiation and finalization of the Contract document.

Task 13: Stage I – Oversight Services for Pilot Project

- ▶ Supervise the ERP Contractor on behalf of MiDA and ensure that the scope is carried out in a professional and expeditious manner, and in accordance with the contract documents.
- ▶ Review and approve methodologies and approaches proposed for the implementation of any works.
- ▶ Supervise and ensure quality of delivery of the services.
- ▶ Attend progress review meetings and make appropriate recommendation to MiDA.
- ▶ Provide briefings to MiDA or other parties, as may reasonably be requested, on issues related to the ERP installation and system integration activities.
- ▶ Review the Business Intelligence (“BI”) and ERP training need proposed by ERP contractor for all levels of management.
- ▶ Review the change management plan and the BI architecture prepared by ERP contractor.

Task 14: Stage II – Oversight Services for Go-Live.

- ▶ Review Contractor payment certificates and recommend to MiDA the amount due for payment.
- ▶ Review of Go-Live parameters.
- ▶ Vet the test script documents prepared by ERP contractor as well as integration test for Go-Live preparedness.
- ▶ Supervise User Acceptance Testing (UAT) and change order/rework management including financial aspects thereof.
- ▶ Supervise and evaluate Technical & End Users Training.
- ▶ Prepare Quality Assurance Plan and Quality Monitoring.

Task 15: Stage III – Oversight Services for Roll-out.

- ▶ Facilitate the transitioning to the new system, including finalizing historical data and creation of opening balances to be transferred to the new system, standardization of data masters, etc.
- ▶ Supervise Final Rollout / Production run of ERP System.
- ▶ Conduct workshop on BI and ERP for Senior Management.
- ▶ Supervise and evaluate Technical & End Users Training.
- ▶ Identify & supervise the implementation of issues after Final Rollout.

Task 16: Program Close-Out

- ▶ This task represents the ERP Consultant role in supporting MiDA with the final close-out of the ERP implementation. The ERP Consultant shall develop a Project Close-Out Plan for use in managing the close-out activities after the Roll-Out Phase of the ERP implementation. The Close-out Plan shall describe the requirements and planned sequence of steps to be taken for accepting the completed and fully operational ERP system for ECG. Completion of the program will be marked with submission of a Project Close-Out Report by the ERP Consultant. The ERP Consultant shall submit a draft of this report to MiDA for review and comment.



Millennium Development Authority (MiDA)

REQUEST FOR PROPOSALS

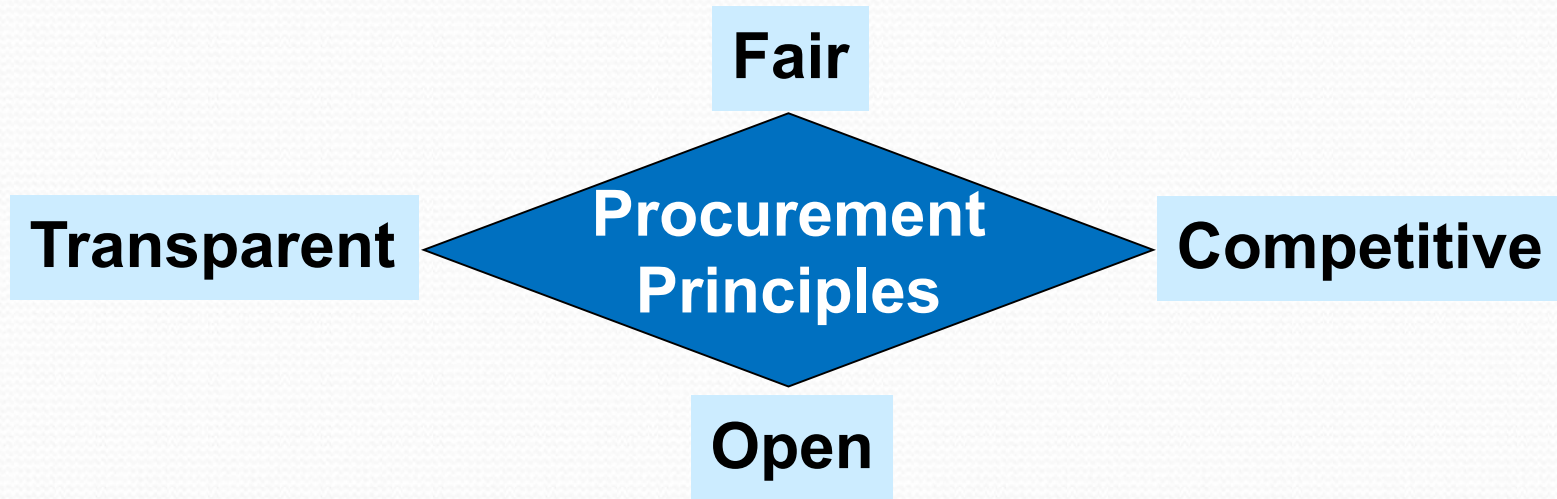
MCC STANDARD BIDDING DOCUMENT ADAPTED FROM IDA/WORLD BANK STANDARD DOCUMENTS BUT ADAPTED TO SUIT MCC.

REMEMBER THIS IS UNTIED AID AND COMPETITION IS OPEN WORLDWIDE.

IMPORTANT FOR INTERESTED BIDDERS TO READ THE RFP CAREFULLY AS THIS NEW VERSION HAS ONLY BEEN EFFECTIVE FROM MAY 2016.

IF IN DOUBT ON ANY ISSUE(S) ALWAYS ASK FOR CLARIFICATION BY THE ADVERTISED DEADLINE.

MiDA PROCUREMENT PRINCIPLES



- Procurement Agent to ensure integrity of the process
- Open competition wherever possible
- No geographic or national preferences
- Independent and suitably qualified Evaluation Panels
- MCC and MiDA Board of Directors approvals over certain thresholds
- Price Reasonableness Analysis
- Contractor Past Performance Reports
- Reference Checks
- Bid Challenge System (www.mida.gov.gh) and Debriefings

PART 1 - SECTION I

INSTRUCTIONS TO CONSULTANTS

READ CAREFULLY, AND IN PARTICULAR NOTE

CLAUSE 17

- Clearly mark your outside envelope/package with the name and reference for the assignment – also see Proposal Data Sheet;
- Ensure that the required number of your Technical and Financial Proposals are provided – also see Proposal Data Sheet;
- Ensure that the Technical and Financial Proposals are enveloped separately and also clearly marked with the name and reference for the assignment.

PART 1 - SECTIONS II AND III

Section 2 – The Proposal Data Sheet supersedes the related clauses from the Instructions to Consultants. Please also note that Proposals must be submitted no later than **15:00 hours Ghana time on 17th November, 2017.**

Section 3 – The Qualification and Evaluation Criteria shows the marks to be awarded for each category and you are required to obtain a total of 80 marks if you are to pass and enable your Financial Proposal to be opened and evaluated.

SECTION III - QUALIFICATION AND EVALUATION CRITERIA

LEGAL STATUS - LETTER OF INCORPORATION WITH TECH-1

FINANCIAL CRITERIA - ACCOUNTS AND CREDIT FACILITIES TO EVIDENCE SUFFICIENT FINANCE TO COMPLETE THE CONTRACT

LITIGATION CRITERIA – FOR CONTRACTS IN LAST 5 YEARS

ORGANIZATIONAL CAPABILITY AND EXPERIENCE OF THE CONSULTANT – EVIDENCE OF SUCCESSFUL EXPERIENCE ON PROGRAM/PROJECT MANAGEMENT CONSULTANCIES

APPROACH, METHODOLOGY, AND WORK PLAN - RESPOND TO THE REQUIREMENTS OF THE TOR AND THE STATED CRITERIA

KEY PROFESSIONAL PERSONNEL – EDUCATIONAL QUALIFICATIONS, RELATED WORK EXPERIENCE, AND EXPERIENCE IN DEVELOPING COUNTRIES

SECTION IV

Section IV A – The Technical Proposal Forms Consultants will need to respond to each section and to assist the evaluation process if Consultants use separators to divide your responses to each of the **TECH-1 to TECH-11** forms.

Section IV B – The Financial Proposal Forms Consultants will need to respond to each section and to assist the evaluation process if Consultants use separators to divide your responses to each of the **FIN-1 to FIN-4** forms.

TECH FORM - PART 1

- **TECH-1** *Use the form and wording of the letter provided and attach Power of Attorney, Letter of Incorporation, Joint Venture or Association Agreements.*
- **TECH-2A** *Attach Audited or Certified Financial Statements for the last 3 years and complete the Balance Sheet information Form.*
- **TECH-2B** *Provide details of all current or past legal proceedings, litigation, arbitration, action claims investigations or disputes over the last five (5) years.*
- **TECH-3** *Provide the background and organization of your firm/entity, your organization chart, and demonstrate your organizational capability and experience.*
- **TECH 4** *Provide information on all relevant assignments your organization has carried out relevant to the TOR – all MCC funded work must be included.*
- **TECH-5A** *At least three (3) references with name, physical address, phone/mobile and email address of referees that can provide substantial input about the type of work performed and confirming the quality of work shown in form TECH-4.*
- **TECH-5B** *References with name, physical address, phone/mobile and email address of referees for all MCC Funded work shown in form TECH-4.*

TECH FORMS - PART 2

- **TECH-6** *Description of your Technical Approach and Methodology, Work Plan, and Organization and Staffing for the assignment – show an understanding of the assignment, what you will do and how you will do it.*
- **TECH-7** *Present and justify any modifications or improvements to the TOR you are proposing to improve performance in carrying out the assignment.*
- **TECH-8** *List the name, organization, and area of expertise for the Key Personnel proposed as well as the position [for the Assignment, not their corporate position] and tasks assigned for the Assignment.*
- **TECH-9** *Provide the home and field staffing inputs for all Key and Non-Key Personnel (Support Staff).*
- **TECH-10** *Provide a list of all the main activities, deliverables and other milestones for the assignment.*
- **TECH-11** *Please ensure you follow the format of the CV provided. With regards the educational qualifications of personnel you must clearly indicate the year(s) of academic qualification. Also ensure that the number of years of experience for personnel is clearly detailed on the CV.*

FIN FORMS

- **FIN-1** *Use the form and wording of the letter provided and insert the relevant date and amount(s) in words and figures.*
- **FIN-2** *Insert the total fully loaded price in the relevant currency (US Dollars, or Ghanaian Cedi, or a combination of both).*
- **FIN-3** *Complete the Breakdown of Price by Activity using fully loaded prices and listing/pricing each of the line item activities in the whole assignment.*
- **FIN-4** *Complete the Breakdown of Price by Remuneration giving home and field rates for all of the Key and Non-Key Personnel in forms TECH-8 and TECH-9 of your Proposal.*

PART 1 - SECTION V

Terms of Reference – Consultants should read these carefully as it provides, among others, details of:

- the scope of work required under this assignment,
- the level of effort, and
- the Key and any Non-Key Personnel requirements.

PART 2 – CONTRACT AGREEMENT

This is the new form of Contract Agreement that you will be required to sign so please read the terms and conditions carefully.

If you are in any doubt about any of the terms of Contract it is advisable to ask for clarification at this stage.

Note: The General Conditions of Contract and MCC Additional Provisions will not be changed.

CLARIFICATION QUESTIONS AND RESPONSES

CLARIFICATION QUESTIONS MUST BE SENT **BY E-MAIL** NO LATER THAN CLOSE OF BUSINESS ON **27th OCTOBER, 2017** TO:

paghana@charleskendall.com

and copy to

procurement@mida.gov.gh

YOU MUST USE THESE ADDRESSES TO SOLICIT A WRITTEN RESPONSE TO YOUR QUESTIONS INCLUDING THOSE RAISED AT THIS MEETING.

RESPONSES TO ALL QUESTIONS WILL BE ISSUED ALONG WITH THE MINUTES OF THE PRE-PROPOSAL MEETING NO LATER THAN **3RD NOVEMBER 2017**.

SUBMISSIONS

MiDA PROCUREMENT

4TH FLOOR HERITAGE TOWER

SUBMISSION FORM TO BE COMPLETED ON TENDER BOX.

SUBMISSIONS DUE BY **15:00** HOURS GHANA TIME ON **17th NOVEMBER, 2017**. A PUBLIC OPENING FOLLOWS IMMEDIATELY AFTER.

LATE SUBMISSIONS WILL NOT BE ACCEPTED.

COMMON CHALLENGES

- ❖ Courier packages not clearly marked - label courier packages in accordance with ITC 17 and the Proposal Data Sheet instructions.
- ❖ Clarification questions not asked by due date and time.
- ❖ The cover, or Technical and Financial Proposal, envelopes not correctly marked, or submitted in separately sealed envelopes.
- ❖ Proposal submission form/letter (TECH-1) not signed.
- ❖ Power of Attorney not provided for the person given authority to sign the Proposal and/or negotiate and/or sign the resulting Contract.
- ❖ JV or Association documents not provided.
- ❖ Financial Information incomplete or not provided.
- ❖ Firms respond to TORs stating they will do **what** the TOR requires but not explaining **how** they will carry out the assignment
- ❖ References not provided for Bidder and/or Key Personnel.
- ❖ Incorrect, or no, email addresses provided for Referees.
- ❖ CV not in correct format and/or not signed.
- ❖ CV to clearly state the years of experience for your Key Personnel.



Thank You.

Any Questions?