



REPUBLIC OF ZAMBIA
MINISTRY OF FINANCE AND NATIONAL PLANNING
Invitation for Expression of Interest (EoI)

TENDER NUMBER: MFNP/PSU/ONB/CS/02/2026

EXPRESSION OF INTEREST (EoI) FOR THE PROVISION OF CONSULTING SERVICES FOR THE UPGRADE OF INTEGRATED FINANCIAL MANAGEMENT INFORMATION SYSTEM (IFMIS) AND PAYROLL MANAGEMENT AND ESTABLISHMENT CONTROL (PMEC) TO SAP S/4HANA AND PROVISION OF SUPPORT SERVICES TO THE CURRENT IFMIS & PMECC.

1. Background and Context

The Government of the Republic of Zambia (GRZ), through the Ministry of Finance and National Planning, operates an Integrated Financial Management Information System (IFMIS) and a Payroll Management and Establishment Control (PMEC) system based on Structured, Application Products (SAP) version ECC 6.0, Enhancement Package 8. These systems underpin core public financial management (PFM), payroll administration, budgeting, treasury operations, procurement, and statutory reporting across Ministries, Provinces, and Agencies (MPAs).

SAP has announced the end of mainstream support for SAP ECC by 31st December 2027, creating operational, security, and sustainability risks. In response, Government intends to migrate the IFMIS and PMECC to SAP S/4HANA to ensure business continuity, improve performance, strengthen integration, enhance user experience and align with international best practices in public sector financial management.

This assignment seeks to engage a qualified SAP consultancy firm to undertake an end-to-end migration from SAP ECC to SAP S/4HANA, consolidate IFMIS and PMECC into a single instance, and provide post-go-live support and capacity building over an 18-month period.

2. Objectives of the Assignment

2.1 Overall Objective

To migrate IFMIS and PMECC from SAP ECC 6.0 EHP 8 to SAP S/4HANA (On-Premise or Government Private Cloud) in a secure, controlled, and business-continuous manner, ensuring long-term sustainability, regulatory compliance, and enhanced system performance.

2.2 Specific Objectives

The specific objectives are to:

- Upgrade the existing SAP ECC landscape to SAP S/4HANA using a brownfield system conversion approach.
- Consolidate IFMIS and P MEC into a single SAP S/4HANA instance with harmonised master data and integrated business processes.
- Ensure continuity of all existing functional modules, custom developments, reports, workflows, and interfaces.
- Strengthen interoperability with external Government systems, including the Government Service Bus, Payment Gateway, TSA, revenue, and procurement systems.
- Improve system performance, scalability, security, and disaster recovery readiness.
- Build sustainable functional and technical capacity within Government through structured training and knowledge transfer.

3. Scope of Services

The Consultant shall provide comprehensive, end-to-end services covering planning, migration, deployment, stabilization, and support.

3.1 In-Scope Services

The scope includes, but is not limited to:

- Project initiation, governance, and detailed planning;
- SAP ECC to SAP S/4HANA system conversion and consolidation;
- Technical and functional remediation for SAP S/4HANA compliance;
- Data, processes, interface, and integration migration;
- Testing, cutover, go-live, and stabilization;
- Post-go-live support and maintenance;
- Capacity building, documentation, and knowledge transfer.
- Change Management.
- Procurement of SAP licenses and third-party software;

3.2 Out-of-Scope Services

Unless explicitly agreed through a contract variation, the following are excluded:

- Procurement of hardware, data centre facilities, or network infrastructure;
- Major business process re-engineering beyond SAP S/4HANA compliance;
- Implementation of new SAP modules not currently in production.

4. Part A: SAP S/4HANA Upgrade and Migration

4.1 Migration Approach

The Consultant shall adopt a Brownfield Conversion approach that:

- Preserves existing configurations, data, and business processes where feasible;
- Adapts custom developments and interfaces to SAP S/4HANA standards;
- Minimises business disruption during conversion and cutover.

4.2 Technical Scope

The Consultant shall:

- Conduct SAP Readiness Check and Simplification Item assessments;
- Design the target SAP S/4HANA landscape (Development, Quality Assurance, Production, and Disaster Recovery);
- Install and configure SAP S/4HANA and SAP HANA database on Government infrastructure;
- Perform system conversion, including technical remediation and code adaptation;
- Migrate all interfaces and integrations;
- Configure SAP Fiori Launchpad and role-based access controls;
- Integrate SAP with identity management, Active Directory, and Single Sign-On, multi-factor authentication;
- Implement backup, disaster recovery, and business continuity mechanisms;
- Conduct performance tuning and system optimisation.

4.3 Functional Scope

The Consultant shall ensure full functionality of all existing IFMIS and PMEC modules, including but not limited to:

- Financial Accounting (FI)
- Funds Management (FM)
- Controlling (CO)
- Materials Management (MM)
- Project Systems (PS)
- Asset Accounting (AA)

- Cash and Treasury Management
- Loans Management
- Fleet Management (FM)
- Budget Control
- Travel Management
- Payroll and Human Capital Management (PMEC)
- Audit Management.

Functional optimisation shall align with SAP S/4HANA best practices while ensuring compliance with statutory, IPSAS, and Government-specific requirements.**5. Part B: Review and Implementation of IFMIS Chart of Accounts**

The Consultant shall:

- Review the existing IFMIS Chart of Accounts (CoA);
- Implement the revised CoA as approved by Government;
- Configure statutory and management reporting structures;
- Ensure alignment with IPSAS, PFM regulations, and national reporting requirements.

6. Part C: Transitional Support for Existing Environment

During the migration period, the Consultant shall provide operational support for the existing SAP ECC-based IFMIS and PMEC, including:

- SAP Basis and database administration;
- System monitoring, performance management, and issue resolution;
- Backup and disaster recovery support;
- Preventive maintenance and system health checks.

7. Part D: Post-Go-Live Support and Service Levels

The Consultant shall provide:

- Post-Go-Live Support (PGLS) for the remainder of the contract period;
- A minimum of twelve (12) months of structured support under a Service Level Agreement (SLA);
- Defined incident classification, response, and resolution timelines;
- Progressive handover and knowledge transfer to Government staff.

8. Deliverables, Milestones, and Acceptance Criteria

Deliverables shall be clearly defined, auditable, and explicitly linked to project milestones, payment triggers, and formal Client sign-off. No deliverable shall be deemed complete until it has been reviewed, validated, and formally accepted in writing by the Client.

8.1 Deliverables and Milestone Schedule

Milestone	Deliverable	Description	Timing (Indicative)	Acceptance Authority
M1	Inception Report and Project Management Plan	Detailed implementation approach, governance structure, risk register, communication plan, and detailed schedule	End of Month 1	Project Steering Committee
M2	SAP Readiness and Simplification Assessment Report	SAP Readiness Check results, custom code impact analysis, data volume assessment, and remediation plan	End of Month 3	Project Steering Committee
M3	Target SAP S/4HANA Architecture and Landscape Design	Approved technical and functional architecture, system landscape (DEV, QAS, PRD, DR), and security model	End of Month 4	Project Steering Committee
M4	Data Migration Strategy and Trial Migration Report	Data migration approach, reconciliation rules, trial migration results, and sign-off	End of Month 6	Project Management Team
M5	Configured SAP S/4HANA Development and Quality Systems	Fully configured DEV and QAS environments, including converted custom code and interfaces	End of Month 7	Technical & Functional Working Groups
M6	Integration and Interface Migration Report	Migration and testing of all interfaces, APIs, and third-party integrations	End of Month 8	Project Management Team

Milestone	Deliverable	Description	Timing (Indicative)	Acceptance Authority
M7	Configured Disaster Recovery for the new system	Disaster Recovery Plan Disaster Recovery Test results and reports	End of Month 9	Project Management Team
M8	User Acceptance Testing (UAT) Sign-off	Approved UAT strategy, executed test scripts, defect resolution log, and UAT sign-off	End of Month 9	Business Owners/MPAs
M9	Cutover and Go-Live Approval	Cutover plan, production readiness assessment, and formal go-live authorization	End of Month 10	Project Steering Committee
M10	Go-Live and Stabilization Report	Stabilization outcomes, incident trends, performance benchmarks, and lessons learned	End of Month 12	Project Steering Committee
M11	Change Management	Change Management Plan, Communication Plan, Stakeholder Analysis & engagement Plan	Month 1-18	Project Management Team
M12	Training and Knowledge Transfer Completion Report	, Training delivery evidence, knowledge transfer logs, and skills handover confirmation	End of Month 14	Project Management Team
M13	SLA Performance Reports	Monthly SLA compliance reports covering availability, incidents, and resolution times	Months 13–18	Project Management Team
M14	Final Project Completion and Handover Report	Final acceptance, asset handover, documentation, and project closure	End of Month 18	Project Steering Committee

8.2 Acceptance and Sign-Off Process

- Each deliverable shall be submitted formally to the Client with supporting documentation and evidence of completion.
- The Client shall review and either accept, conditionally accept, or reject the deliverable within an agreed review period.

- Conditional acceptance shall require documented remediation actions and timelines.
- Final acceptance shall be confirmed through written sign-off by the designated Acceptance Authority.

8.3 Linkage to Payments

Payments shall be milestone-based and tied strictly to the formal acceptance of deliverables. No payment shall be due for any milestone unless the associated deliverables have been formally signed off by the Client.

9. Governance and Project Management

9.1 Governance Structure

- **Project Steering Committee (PSC):** Strategic oversight and approval of key milestones.
- **Project Management Team (PMT):** Day-to-day coordination and monitoring.
- **Technical and Functional Working Groups:** Validation of technical and business deliverables.

9.2 Roles and Responsibilities

- **Client (MoFNP):** Overall ownership, policy direction, approvals, and provision of business inputs.
- **Consultant:** Full responsibility for planning, execution, delivery, and achievement of objectives.
- **Third Parties:** Support integration and infrastructure activities as coordinated by the Client.

9.3 Reporting and Controls

- Monthly progress, risk, and financial reports;
- Issue, change, and quality management processes;
- Formal phase-end reviews and acceptance sign-offs.

10. Consultant Qualifications and Experience

The Consultant must be SAP Gold Partner and shall demonstrate the following:

- Proven experience in SAP S/4HANA public sector implementations;
- Availability of certified SAP functional and technical consultants required to undertake the assignment; See annex 2.
- Experience with large-scale government SAP IFMIS and Payroll systems;

- Experience in migration from SAP ECC 6.8 to S/4HANA, including experience in migration from Oracle database to SAP HANA.
- Strong change management, training, and capacity-building capability.
- Capacity to provide local support.

11. Confidentiality, Data Protection, and Security

All Government data shall be treated as confidential. The Consultant shall comply with applicable laws, cybersecurity standards, and Government data protection policies.

12. Ethical Standards and Integrity

The Consultant shall comply with national laws and international standards on ethics, fraud, and corruption applicable to public sector procurement and service delivery.

13. Duration and Phasing of the Assignment

The total duration of the assignment shall be eighteen (18) months, indicative phases being:

- **Phase 1:** Inception and Readiness (Months 1–3)
- **Phase 2:** System Conversion and Testing (Months 4–9)
- **Phase 3:** Go-Live and Stabilization (Months 10–12)
- **Phase 4:** Post-Go-Live Support and Capacity Building (Months 13–18)

The detailed schedule shall be finalised in the approved Implementation Plan.

Qualifications of project team

The following key experts must be provided as a minimum

1. Project Manager

Qualification:

- At least a BSC degree in computer science or related fields
- Must have Project Management Qualification (PMP) C15

Experience:

- At least 5 years SAP ERP system implementation in public sector ECC6 and S/4HANA
- Project Manager for At least Three (3) SAP ERP implementation experience of at least 1-ECC6 and 1- SAP S/4HANA in central Government
- Management of at least one (1) migration/upgrade of SAP ECC6 to SAP S/4HANA

2. SAP BASIS Professional:

Qualification:

- At least a BSC degree in computer science or related fields

- Certified SAP BASIS professional.

Experience

- At least five (5) year SAP ERP system implementation in public sector including ECC6 and S/4HANA
- The proposed Basis staff must have carried out at least two (2) implementations of SAP Technical Upgrades from SAP ECC 6.0 to SAP S/4 HANA (including database upgrade from Oracle to SAP HANA DB)
- At least Three (3) SAP ERP implementation experience of at least 1-ECC6 and 1- SAP S/HANA in central Government
- Implemented at least one (1) migration/upgrade of SAP ECC6 to SAP S/4HANA

3. Linux Professional

Qualification:

- At least a BSC degree in computer science or related fields
- Certified professional DevOps on Linux (Red Hat or SUSE based on the version to be used for SAP S/4 HANA)

Experience

- At least five (5) year SAP ERP system implementation in public sector including ECC6 and S/4HANA
- The proposed Linux professional (Red Hat or SUSE based on the version to be used for SAP S/4 HANA) will have at least three (3) years working experience:
- At least Three (3) SAP ERP implementation experience of at least 1-ECC6 and 1- SAP S/HANA in central Government
- Implemented at least one (1) migration/upgrade of SAP ECC6 to SAP S/4 HANA

4. ABAP Professional

Qualification:

- At least a BSC degree in computer science or related fields
- The proposed ABAP staff should be certified.

Experience

- At least 5 years SAP ERP system implementation in public sector including ECC6 and S/4HANA
- At least Three (3) SAP ERP implementation experience of at least 1-ECC6 and 1- SAP S/HANA in central Government
- No. of relevant projects in which resource proposed for ABAP professional has worked
- Implemented at least one (1) migration/upgrade of SAP ECC6 to SAP S/4HANA.
- Knowledge of SAP Business Workflows.

5. Database Expert

Qualification:

- At least a BSC degree in computer science or related fields
- The proposed expert should be Oracle and SAP HANA Databases certified.

Experience

- At least 5 years SAP ERP system implementation in public sector including ECC6 and S/4HANA
- At least Three (3) SAP ERP implementation experience of at least 1-ECC6 and 1- SAP S/HANA in central Government.
- No. of relevant projects in which proposed resource has worked.
- Implemented at least one (1) migration/upgrade from Oracle to SAP HANA Database.

6. Six (6) SAP Functional Experts

Six (6) SAP Functional experts:

1. FI (AP, AR, AA, CM, GL, CO, LM),
2. Logistics (TM, MM, PS, & Fleet Management),
3. HCM,
4. FM, BPC
5. Security, Authorizations & Audit Management
6. Business Workflow

Qualification:

- At least a BSC degree in computer science or related fields.

Each expert MUST be SAP Certified in their respective areas:

- FI (AP, AR, AA, CM, GL, CO, LM),
- Logistics (TM, MM, PS, & Fleet),
- Payroll Management, HCM,
- FM, BPC
- Security and Authorizations & Audit Management)
- Business Workflow

Experience

- Each expert must have at least 5 years SAP ERP system implementation in public sector including ECC6 and S/4HANA
- Each expert must have at least Three (3) SAP ERP implementation experience of at least 1-ECC6 and 1- SAP S/4HANA in central Government

- Each expert must have experience of at least one (1) implementation of migration/upgrade of SAP ECC6 to SAP S/4HANA.

Change Management Expert

Qualification:

- At least a BSc in one of the Social Sciences or related field.
- Must have Project Management Qualification (PMP) C15

Experience

- Extensive knowledge and experience in change management processes
- Designing and implementing of a Change Management strategy and communication strategy to create awareness and adoption of the new solution.
- Preparation of a Comprehensive Training Strategy, development of training materials and training & coaching to ensure full utilization of the Modules.
- Design and implementation of change management strategy, implementation plan and activities as part of an SAP ERP implementation in Central Government
- Training and Coaching
- Monitor and evaluate all change
- Management initiatives to determine impact, manage resistance and ensure successful

Quality Assurance Expert

Qualification:

- At least a BSc in one of the Social Sciences
- Must have Project Management Qualification (PMP) C15

Experience

- At least 10 years Public Financial Management experience including experience of designing and implementing PFM systems in at least one government
- Experience in project management, operational supervision and control of audit of SAP system.
- Demonstrate specific experience of at least Two (2) completed, verifiable and successful quality assurance assignment for integrated financial management system projects for a government.

Registration Certificates

Eligible Consultants are required to attach the following documents;

- i. PACRA Certificate of Incorporation/registration
- ii. PACRA beneficially certificate
- iii. Valid Tax Clearance Certificate
- iv. Valid NAPSA Certificate

The Ministry of Finance and National Planning now invites eligible firms to indicate their interest in providing these services. Interested consultants must provide information indicating that they are qualified to perform the services (**description of similar assignments, experience in similar conditions, availability of appropriate skills among staff and their CVs, etc.**). Consultants may constitute joint-ventures to enhance their chances of qualification.

The consultants will be selected in accordance with the procedures specified in the Public Procurement Act No. 8 of 2020 and the Public Procurement Regulations 2022 which can be found at the following website: www.zppa.org.zm.

Only short-listed firms will be issued with a Letter of Invitation (LOI) as part of the 'Request for Proposal' (RFP) document which also includes the Terms of Reference for the assignment.

Interested consultants may obtain further information by sending request for Clarifications to Ministry of Finance and National Planning, Procurement and Supplies Unit in Room 105 no later than **Five (05)** days prior to the submission deadline. Expressions of interest must be submitted to Procurement and Supplies Unit in the tender box situated at the Ministry reception on or before **Friday 8th May, 2026 at 10:00 hours local time.**

The Permanent Secretary-P&A
Ministry of Finance and National Planning
LUSAKA, ZAMBIA