



**Ministry of Finance and Treasury**  
Republic of Maldives

**Maldives: PFM Systems Strengthening Project**

**Terms of Reference**

**Consultancy for Configuration and implementation of SAP Business Objects**

*[RFP No:PSSP/2.1/C/10]*

**I. Background**

As part of reforming and improving public financial management functions of Government of Maldives (GoM), Ministry of Finance and Treasury (MoFT) has been implementing the Maldives – Public Finance Management Systems Strengthening Project (PSSP) funded by The World Bank.

In order to carry out various functions of public finance management effectively, SAP ERP is being used as Public Accounting System (PAS) of the Maldives. The current version of SAP ECC environment is SAP ERP ECC 6.0 EHP 7.0 running on windows platform based on Oracle database version 11.2.0.3.0. SAP BPC Module is being implemented for GOM budget preparation and execution.

SAP BW 7.4 has been configured and Bex Analyzer is currently used for Financial and Management reporting functions of PAS. However, some of the reports are prepared manually using MS Excel to address the need for visual/graphical presentation of data and information.

Ministry of Finance and Treasury (MoFT) oversees and coordinates implementation and maintenance of PAS and is being continually upgraded and enhanced to accommodate new functionalities and features.

As part of PFM Systems Strengthening Project, Government of Maldives (GoM) plans to configure and implement SAP Business Objects (BOBJ) to further strengthen PAS reporting function.

**II. Objectives**

The objective of this consultancy is to ensure the configuration of SAP Business Objects based on the requirements of Ministry of Finance and Treasury (MoFT). SAP Business Objects should facilitate preparation and dissemination of management/financial reports and graphical representation of data.

SAP Business Objects configuration should achieve the following Objectives:

- Configure and implement SAP Business Objects Enterprise Premium Edition functionalities, including, (but not limited to), web Intelligence and accessibility through mobile devices.
- Design and build Interactive reports with graphical/visual presentation of GoM financial data and information.
- Configuration and Implementation of predictive Analysis Functions of Business Objects
- Training and knowledge transfer to relevant key staffs

### III. Scope of Work

The consultant shall carry out the following tasks under this consultancy. Nevertheless, any additional task deemed necessary to achieve the objective of the project would be considered part of the consultancy.

1. Discuss with the MoFT officials on the requirements of SAP Business Objects and develop business blueprint, project plan and work schedule. Blue print should include process flow diagram of overall system design and individual processes.
2. Configuration and implementation of all the functionalities and components of SAP Business Objects Enterprise Premium Edition latest stable version to cater for the requirements. Which includes overall system design, installations, configuration and customizations. Design and Configure distributions and accessibility functions, including, but not limited to, web intelligence and accessibility from mobile devices/tablets, which support iOS and Android. Mobile applications used as part of SAP BOBJ suite should be configured, customized tested for accessing interactive reports and dashboards. Configuration of BOBJ Lumira, Analysis for office, Predictive Analytics and self-service data exploration Functions of BOBJ. Server and Desktop versions of Business Objects components are to be configured.
3. Design and develop interactive reports and dashboards with graphical/visual presentation of Financial Data, with combination of various charts and data tables. Drill-downs and hierarchies are to be included in the reports. Appropriate designs, formatting and color coding must be applied in all the reports developed using Crystal Reports, Dashboards, WebI and other components. The dashboards shall offers users personalized drag-and-drop functionality and interactive gauges, charts, and widgets for instant access to clear and understandable metrics. It must also have the ability to be embedded into presentation slides, emails and pdf documents and integrate directly into Microsoft office applications.  
List of dashboards and reports with brief descriptions are provided on annex 1 of the TOR. Some reports are to be developed in both English and Dhivehi (local Language of Maldives).
4. Integration of SAP BOBJ components with SAP ECC, BI/BW and BPC for seamless data transfer and automatic updates
5. Design and develop necessary interfaces with non-SAP Source Systems, including flat files, to facilitate automatic retrieval of data from non-SAP sources for SAP BOBJ reports.
6. Design and configure System security profiles and authorization levels and develop roles for users based on duties and functions of different level of users, which includes developing roles in ECC, if necessary.
7. Data modeling in BI/BW system. Data for reports should be pulled from SAP BW system. Necessary integrations and data modelling and data loads should be done to facilitate this. System design, configurations and data modelling must be done according to SAP best practices and should ensure that speed and performance of overall system is optimized. If necessary, amendments to existing data models and queries should be done. Exiting BW Bex queries should be integrated with BOBJ components. Broadcasting and Distribution functionalities should be configured.
8. Functionalities for automatic data loads from source systems including SAP ECC, Non-SAP sources and flat files must be designed and configured. Nightly data load should be configured to ensure accuracy of reports and dashboards. BOBJ dash boards and reports should be refreshed automatically to reflect most recent data.
9. If necessary, customization and enhancements in ECC or BW data sources must be carried out facilitate data for required reports
10. Conduct Unit tests and User Acceptance Test to verify that the requirements have been met and to ensure the specified functionalities are available
11. Provide Documentation of installation and configuration process and Preparation of user Manuals as per guidelines by MoFT. Preparation of Technical and Functional specifications for each report/dashboard and Technical documents for customization and enhancements (if carried out)

12. User training for staff at MoFT. Key user trainings are to be conducted every two weeks for the activities carried out during the past two weeks. In addition to this, hands-on training should be provided for the relevant staff throughout the implementation of the project. Progress of the project are to be reported and presented on a weekly basis.
13. Installations, configurations, report design, report development and documentations are to be done on-site. MoFT will not provide any remote access facility for the project.
14. Throughout the implementation process and go-live support period MoFT guidelines and procedures should be followed.
15. Go-live support period of 6 months. During these 6 months guidance for issues can be provided via email/teleconference to relevant MoFT staff and incase this does not solve the problem an expert should fly in to attend the issue. Consultancy Firm should bear all the expenses (including travel and accommodation) related to consultants, during the support period as well.

#### IV. Deliverables and Payment Schedule

Consultancy for the project shall be divided into 2 phases. Initial contract will be signed for phase 1. Phase 2 will be executed only once phase 1 is successfully completed and evaluated by MoFT.

Interested firms should **quote prices separately for each phase.**

##### i. Phase 1

#	Tasks	Duration	Payment %
1	Prepare and Finalize Blue Print and project plan for SAP Business Objects implementation based on MoFT requirements for phase 1. Blue print should include process flow diagram of overall system design and individual processes.	1 Week	20%
2	<b>Installation, configurations and testing of SAP Business Objects components</b> in Development, QA and Production Clients. Report and dashboards designing. BOBJ Dashboards Lumira and Design Studio Crystal reports for Enterprise, Analysis for office, Live office and analysis for OLAP Integration of existing BW Bex queries with BOBJ Components BI admin and client tools necessary for the components Ensure the design of a comprehensive universe to ensure a good foundation to support the deployment of Business Objects Dashboard for laptop and mobile devices for Webi, Explorer as well as BOBJ Mobile.	5 Weeks	40%
3	<b>Knowledge Transfer and Documentation</b> Knowledge transfer and training including key user and end-user training. Preparation of User manuals for key users and end-users. Provide MoFT with comprehensive documentation of the system installation, design, configurations and customizations. And provide functional and technical specifications for each report/dashboard developed.	1 week	20%
4	Go-live support period of 6 months (refer sub-section iii)	7 Months	20%

##### ii. Phase 2

#	Tasks	Duration	Payment %
1	Prepare and Finalize Blue Print for SAP Business Objects implementation based on MoFT requirements for phase 2. Blue print should include process flow diagram of overall system design and individual processes.	1 Week	20%
2	<b>Installation, configurations and testing of SAP Business Objects components</b> in Development, QA and Production Clients. Desktop intelligence and Web Intelligence (including integration of existing BW Bex queries), BOBJ Explorer BOBJ mobile BI (Mobile apps for IOS and Android), Predictive Analysis Integration of existing BW Bex queries with BOBJ Components BI admin and client tools necessary for the components Other components of BOBJ necessary to fulfill requirements identified by MoFT.	5 Weeks	40%
3	<b>Knowledge Transfer and Documentation</b> Knowledge transfer and training including key user and end-user training. Preparation of User manuals for key users and end-users. Provide MoFT with comprehensive documentation of the system installation, design, configurations and customizations. And provide functional and technical specifications for each report/dashboard developed.	1 week	20%
4	Go-live support period of 6 months (refer sub-section iii)	7 Months	20%

### iii. Go-live Support

Go-live support period of 6 months starts after successful completion of phase 2 of the project. It covers scope and deliverables completed in Phase 1 and Phase 2. Payment of 20% allocated for go-live support from phase 1 and phase 2 will be paid after completing go-live support period of 6 months.

## V. Required Expertise and Qualifications

### a. Firm

The Firm must be an accredited SAP consulting firm satisfying the following criteria:

- i. At least 5 years of experience in implementing SAP; including experience in public sector, especially Public Financial Management.
- ii. At least 1 public sector implementations of SAP Business Objects and SAP BW.

### b. Consultants

All the consultants involved in the project on behalf of the firm shall satisfy the following criteria:

- i. Consultants of the selected firm should be SAP certified.
- ii. At least 3 years of experience in SAP public sector environment.
- iii. The consultant(s) shall have at least 1 full lifecycle experience of SAP Business Objects and SAP BW implementation of similar size and complexity.
- iv. Strong working knowledge of financial processes including planning and budgeting, accounting, consolidation and financial reporting.
- v. Professional qualification in accounting or finance is preferable.

### c. Required Consultant Team:

- i. SAP BI/BW expert:
  - Expertise in SAP BW and SAP Business Objects
  - Knowledge and experience in SAP Lumira platform
  - Working knowledge of SAP BI Predictive Analytics
  - Experience in SAP FICO
- ii. SAP Basis Expert
  - Experience in SAP BW and Business Objects implementation
  - Experience on SAP Process Integration
- iii. SAP ABAP Expert
  - Strong knowledge and experience on SAP Fiori interface, HTML 5 and SAP Netweaver gateway.
  - Experience on SAP Process Integration

The consultants involved should satisfy criteria listed in section (b) and specific expertise listed in section (c). Consultancy Firm should assess the requirement of MoFT and include any other technical or functional expert necessary to achieve the scope of services and objectives of this consultancy.

CVs of all the consultants should be submitted to MoFT in advance for review and acceptance.

## VI. Duration of the Consultancy

Phase 1 of the project is expected to start on April 2018 and is expected to be completed within 7 weeks. Phase 2 will be started once Phase 1 is successfully completed, evaluated and accepted by MoFT. Phase 2 should be completed within 7 weeks. Go-live support period for full scope (Phase 1 & Phase 2) starts when phase 2 is successfully completed.

During the entire project, the consultants shall report to PFM Systems Strengthening Project Director and Financial Controller at MoFT.

## Annex 1: List of Reports/Dashboards

Reports/Dashboards	Data Source	Language	Purpose/Details
PSIP Project Dashboard/Report	SAP FM/FI/PS/BW /BPC	English/Dhivehi	To display the budget & expenditure on PSISP projects, by Business Area/programs/GL accounts/project type
Budget Status Dashboard/Report	SAP FI/MM/FM/BW/BPC	English/Dhivehi	For variance analysis, Actuals vs. Budget by Business Area/AGA/programs/Functional Classifications/GL accounts. Budget Transfers and consumptions including commitments and balances. Predictive analysis
Debt Management Dashboard	SAP FI/MM/FM/BW/BPC	English/Dhivehi	To provide insight into all debt related data
Assets Management Dashboard	SAP ECC/SAP BW	English	Display the capitalization/depreciation by Asset Type/Location
Funds/Grants Management Dashboard	SAP FM/SAP BW	English	To display the fund availability/utilization by Business Area/AGA/Donor/Fund
Accounts Payable Age Analysis	SAP FI/SAP BW	English	AP Age analysis by number of days/months. drill down by vendor/Vendor type/Business Area/AGA/GL
Monthly Payroll Status	SAP HR/FI/SAP BW	English	Payroll Status of the government including HR live agencies and agencies which use AP for payroll. Drill Down by AGA/Business Area/ Payroll type/Payroll status/location
Monthly Fiscal Developments	SAP FM/FI/PS/BW /BPC	English/Dhivehi	Summary of Government operations Including approved budget, Actuals, deficits. Including AGA/Business area summary. Recurrent and Capital expenditure. Monthly Comparisons
Summary of Commitments	SAP MM/FI/BW	English	Summary of Commitments with possibility to drill down by AGA/business area/GL accounts/Material Group/Vendor
Daily Cash Flow Forecast		English	Daily PBA status including Daily cash inflow/ outflow/ balances, forecasts and variance. Predictive analysis