Standard Bidding Document for Small Lumpsum Request for Proposal

ROADS FUND ADMINISTRATION

FINANCING THE ROAD INFRASTRUCTURE IN MALAWI

ROADS FUND ADMINISTRATION

REQUEST FOR PROPOSALS DOCUMENT

FOR THE

PROCUREMENT OF CONSULTANCY SERVICES

(SMALL LUMP SUM CONTRACTS)
LOCAL CONSULTANTS
FIRM CONSULANCY

Subject of Procurement	**Supply, Installation and Testing of Enterprise Resource Planning System for Roads Fund Administration**
Procurement Reference Number	**RFA/ICT/RFP/ERP-SYSTEM/02/26**
Selection Procedure	**QCBS**
Date of Issue:	**5th February 2026**

TABLE OF CONTENTS

PART 1: PROPOSAL PROCEDURES

PROCUREMENT REFERENCE NUMBER: RFA/ICT/RFP/ERP-SYSTEM/02/26

1.1 Preparation of Proposals

You are requested to participate in this bidding process by submitting separate technical and financial proposals "**For the Tender to Supply, Install and Test Enterprise Resource Planning (ERP) System for Roads Fund Administration** The standard forms in this Request for Proposals (RFP) may be retyped for completion but the Bidder is responsible for their accurate reproduction.

The Bidder is advised to carefully read the complete RFP document, including the Form of Contract in Part 3, before preparing your proposal.

1.2 Preparation of Technical Proposals

Technical proposals should contain the following documents and information—

(a) the Technical Proposal Submission Sheet in this Part;

(b) a brief methodology for performing the services;

(c) a workplan, showing the inputs of all key staff;

(d) Curriculum Vitae's of all key staff; and

(e) a summary of your experience in similar assignments.

1.3 Preparation of Financial Proposals

Financial proposals should contain the following documents and information—

1. the Financial Proposal Submission Sheet in this Part; and
2. the Breakdown of Contract Price in this Part for each currency of your proposal, showing all costs for the assignment, broken down into fees and reimbursable costs.

1.4 Basis of Pricing and Payment

The contract will be a lump sum price contract. Payments will be made on the basis that the contract price shall be a fixed total lump sum, including all costs required to carry out the Services. The Breakdown of Contract Price shall be used only to determine the price for any additional services agreed.

1.5 VALIDITY OF PROPOSALS

The proposal validity period is **90 days**.

1.6 SEALING AND MARKING OF PROPOSALS

The technical and financial proposals should be sealed in separate envelopes, both clearly marked with the Procurement Reference Number above, the Bidder's name, the name of the Procuring and Disposing Entity and either "Technical Proposal" or "Financial Proposal" as appropriate.

Both envelopes should be enclosed in a single outer envelope, clearly marked with the Procurement Reference Number above, the Bidder's name and the name of the Procuring and Disposing Entity. All three envelopes should be sealed in such a manner that opening and resealing cannot be achieved undetected.

1.7 SUBMISSION OF PROPOSALS:

Proposals should be submitted to the address below, no later than the date and time of the deadline below. Late proposals will be rejected.

Date of deadline: 12th February 2026 (day, month and year).

Time of deadline: 14:00 Hrs (local time).

Address:

The Chairperson

Internal Procurement and Disposal Committee

Roads Fund Administration, Ngerengere House, Queens Drive, Private Bag 369 Lilongwe 3.

1.8 OPENING OF PROPOSALS

The outer envelope shall be opened in public first to release both the Technical and Financial Proposal. Only the technical proposals will be opened in public at the time, date and address shown below by the Procuring and Disposing Entity. Financial proposals will be kept unopened, and the evaluation team shall have no access to financial information until the detailed evaluation is concluded.

Date of deadline: 12th February 2026 (day, month and year).

Time of deadline: 14:00 Hrs (local time).

Address:

1.9 EVALUATION OF PROPOSALS

The evaluation of proposals will use the ***Quality & Cost Based Selection*** procedure as detailed below:

A. Preliminary examination to confirm that all documents required have been provided, the eligibility of bidders and that the Bidder has accepted all terms and conditions without material deviation or reservation;

B. Technical evaluation to confirm that the Bidder meets eligibility criteria, the Proposal has been properly signed, documents requested by the Client have been submitted, such as the technical proposal submission sheet, separately sealed financial proposal and written authorization to commit the Bidder________**80%___________;** and

C. Financial evaluation to confirm that the financial proposal is complete, correct discrepancies in pricing and correcting arithmetical errors. ________**20%____________.**

D. **Due diligence:** Due diligence will be conducted with references from the previous clients of the consultant for the provision of similar consultancy services and after-sale support services.

A proposal that has failed at any stage shall be rejected.

1.10 ELIGIBILITY CRITERIA

A Bidder is required to meet the following criteria to be eligible for award of contract—

A. has the legal capacity to enter into a contract;

B. is not insolvent, in receivership, bankrupt or being wound up, not have had its business activities suspended and not be the subject of legal proceedings for any of the foregoing;

C. have fulfilled its obligations to pay taxes according to the tax laws of its country of registration;

D. is not suspended, or excluded from participation in any public procurement exercise by the Public Procurement and Disposal of Public Assets Authority in Malawi;

E. has not been convicted, or any of its directors or officials been convicted, of any criminal offence relating to obtaining or attempting to obtain a contract or subcontract;

F. is not under investigation by the Anti Corruption Bureau or any other law enforcement body in Malawi relating to participation in any public procurement process or execution of any public procurement contract relating to the purchase of goods, works and services by any Procuring and Disposing Entity;

G. is a micro, small and medium-sized -enterprises determined in accordance with the Public Procurement and Disposal of Public Assets (Participation by Micro Small and Medium Enterprises) Order 2020 (MSME Order) issued by the Authority; and

H. is eligible to participate in the bidding process only if the Bidder furnishes to the Procuring and Disposing Entity or the Authority, as the case may be, evidence proving eligibility in accordance with relevant Regulations.

The policy decision to set aside businesses for participation by MSMEs is meant to economically uplift the business operators in MSMEs. The benefits of empowering an MSME are, among others, stable economic base of the country and reduction in basic poverty because more and more businesses have access to increased financial resources.

In order to demonstrate compliance with these criterias, the Bidder should submit with the technical proposal appropriate documentary evidence.

Government-owned enterprises in the Republic of Malawi may only participate if they are legally and financially autonomous, and are not a dependent agency to the Procuring and Disposing Entity.

1.11 Conflict of Interest

The Government of the Republic of Malawi (hereinafter called the "Government") requires that Suppliers provide professional, objective, and impartial advice and at all times hold the Procuring and Disposing Entity's interests paramount, strictly avoid conflicts with other assignments or their own corporate interests and act without any consideration for future work. Without limitation on the generality of the foregoing, Suppliers, and any of their affiliates, shall be considered to have a conflict of interest and shall not be recruited, under any of the circumstances set forth below—

A. A firm that has been engaged by the Procuring and Disposing Entity to provide goods, works or services other than consulting services for a project, and any of its affiliates, shall be disqualified from providing consulting services related to those goods, works or services. Conversely, a Consultant hired to provide consulting services for the preparation or implementation of a project, and any of its affiliates, shall be disqualified from subsequently providing goods or works or services other than consulting services resulting from or directly related to the consulting services for such preparation or implementation. For purposes of this paragraph, services other than consulting services are defined as those leading to a measurable physical output, for example surveys, exploratory drilling, aerial photography, and satellite imagery;

B. A Consultant (including its Personnel and Sub-Consultants) or any of its affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Consultant to be executed for the same or for another Procuring and Disposing Entity. For example, a Consultant hired to prepare engineering design for an infrastructure project shall not be engaged to prepare an independent environmental assessment for the same project, and a Consultant assisting a Procuring and Disposing Entity in the privatisation of public assets shall not purchase, nor advise purchasers of, such assets. Similarly, a Consultant hired to prepare Terms of Reference for an assignment should not be hired for the assignment in question; and

C. A Consultant (including its Personnel and Sub-Consultants) that has a business or family relationship with a member of the Procuring and Disposing Entity's staff who is directly or indirectly involved in any part of (i) the preparation of the Terms of Reference of the assignment, (ii) the selection process for such assignment (iii) a member of the Procuring and Disposing Entity's Internal Procurement Committee, or (iv) supervision of the Contract, may not be awarded a Contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Government throughout the procurement process and the execution of the Contract.

Consultants have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of the Procuring and Disposing Entity, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.

Any agency and current employees of the Procuring and Disposing Entity is ineligible to work as Consultants in their own ministries, departments or agencies. Former employees of the Procuring and Disposing Entity only become eligible to work for their former ministries, departments or agencies after expiration of 24 months of their post-engagement period or when the conflict of interest no longer exists, whichever is later.

If a shortlisted Bidder could derive a competitive advantage from having provided consulting services related to the assignment in question, the Procuring and Disposing Entity shall make available to all shortlisted Bidders together with this RFP all information that would in that respect give such Bidder any competitive advantage over competing Bidders.

1.12 Corruption and Fraud

(a) The Malawi Government requires that all Bidders comply with the legal framework on corrupt and fraudulent practices as outlined in Anti-Corruption legal framework; and

(b) In line with the existing anti-corruption laws, regulations and policies, and as provided in this clause, Bidders, including its agents, sub-contractors, sub-consultants, service providers, suppliers, and personnel are subject to the signed Anti-Corruption Declaration in the bidding documents as part of the qualification criteria.

1.13 TECHNICAL EVALUATION

Proposals shall be awarded scores out of the maximum number of points indicated below for each of the following criteria:

CRITERIA	**MAXIMUM POINTS**
Consultant's specific experience	25
Methodology proposed	20
Qualification and experience of key staff	55
Project Manager – 25 points	
Lead ERP Consultant/Functional Consultant – 15 points	
Technical Consultant/Software Developer – 15 points	
Transfer of knowledge	0
Participation by nationals in the assignment	0
Total:	**100 points**

The minimum technical score required to pass the technical evaluation is **80** points.

1.14 FINANCIAL EVALUATION

The Bidder shall complete all Forms in Malawi Kwacha. Where foreign bidders are also invited, they shall bid in one freely convertible currency. Where required, enter separate rates for home and fieldwork

NAME	POSITION	INPUT QTY	UNIT *(DAYS/MONTHS ETC)*	RATE (MK)	TOTAL (MK)

1.15 CURRENCY OF BID

Proposals shall be priced in **Malawi Kwacha** only.

1.16 RECOMMENDATION FOR AWARD

The proposal ***with the highest combined score*** shall be recommended for award of contract, subject to any negotiations required.

1.17 NOTIFICATION OF AWARD

Prior to expiry of the period of bid validity, the Procuring and Disposing Entity shall notify the successful Bidder, in writing, that its Bid has been accepted. At the same time, the Procuring and Disposing Entity shall also notify all other Bidders of the results of the bidding.

1.18 CONTRACT NEGOTIATIONS

Prior to the signing of the contract, the Procuring and Disposing Entity may enter into negotiations with the successful Bidder on the modalities for the execution of the contract without changing the material factors of the contract.

1.19 Award of Contract

Award of contract shall be by placement of a Contract in accordance with Part 3: Contract, or any other formal notice to the Bidder.

1.20 Right to Reject

The Procuring and Disposing Entity reserves the right to accept or reject any proposal or to cancel the bidding process and reject all proposals at any time prior to contract award.

1.21 Proposal Submission Forms

TECHNICAL PROPOSAL SUBMISSION SHEET

Note to Bidder: Complete this form with all the requested details and submit it as the first page of your technical proposal, with the documents requested above attached. Ensure that your proposal is authorised in the signature block below. A signature and authorisation on this form will confirm that the terms and conditions of this RFP prevail over any attachments. If your proposal is not authorised, it may be rejected.

Procurement Reference Number:	RFA/ICT/RFP/ERP-SYSTEM/02/26
Subject of Procurement:	Supply, Installation and Testing of ERP System for Roads Fund Administration
Name of Bidder:	
Bidder's Reference Number:	
Date of Technical Proposal:	

We offer to provide the services described in the Schedule of Requirements, in accordance with the terms and conditions stated in your Request for Proposals referenced above.

We confirm that we are eligible to participate in public procurement and meet the eligibility criteria specified in Part 1: Proposal Procedures of your Request for Proposals.

The validity period of our proposal is: _______________ days/weeks/months from the time and date of the submission deadline.

We enclose a separately sealed financial proposal.

TECHNICAL PROPOSAL AUTHORISED BY:

Signature:	______________________	Name:	______________________
Position:	______________________	Date:	______________________ *(DD/MM/YY)*

Authorised for and on behalf of:

Company: ____

Address: ____

____

____

T1B Beneficial Ownership Disclosure Form *(Mandatory Requirement)*

INSTRUCTIONS TO BIDDERS: DELETE THIS BOX ONCE YOU HAVE COMPLETED THE FORM *This Beneficial Ownership Disclosure Form ("Form") is to be completed by the Bidder. In case of joint venture, the Bidder must submit a separate Form for each member. The beneficial ownership information to be submitted in this Form shall be current as of the date of its submission.* *For the purposes of this Form, a Beneficial Owner of a Bidder is any natural person who ultimately owns or controls the Bidder by meeting one or more of the following conditions:* *1. directly or indirectly holding 5% or more of the shares* *2. directly or indirectly holding 5% or more of the voting rights* *3. directly or indirectly having the right to appoint a majority of the board of directors or equivalent governing body of the Bidder.* *4. directly or indirectly, has a substantial economic interest in or receives substantial economic benefit from, a company, whether acting alone or together with other persons;* *5. has a significant stake in a company and on whose behalf activity of a company is conducted; or* *6. exercises significant control or influence over a person through a formal or informal agreement, and where such ownership, control or interest is through a trust, the trustee (s), beneficiaries, or anyone who controls the trust.*

Date: **[insert date]**
Procurement Reference No.: **[insert procurement reference number]**
Page **[insert page number]** of **[insert total number of pages]** pages

To: [**insert complete name of Procuring and Disposing Entity**]

In response to your request in the Letter of Acceptance dated [insert date of letter of Acceptance] to furnish additional information on beneficial ownership: [select one option as applicable and delete the options that are not applicable]

(i) we hereby provide the following beneficial ownership information.

Details of beneficial ownership

Identity of Beneficial Owner	Directly or indirectly holding 5% or more of the shares (Yes / No)	Directly or indirectly holding 5 % or more of the Voting Rights (Yes / No)	Directly or indirectly having the right to appoint a majority of the board of the directors or an equivalent governing body of the Bidder (Yes / No)
[include full name (last, middle, first), nationality, country of residence]			

OR

(ii) We declare that there is no Beneficial Owner meeting one or more of the following conditions:

- directly or indirectly holding 5% or more of the shares
- directly or indirectly holding 5% or more of the voting rights
- directly or indirectly having the right to appoint a majority of the board of directors or equivalent governing body of the Bidder.
- directly or indirectly, has a substantial economic interest in or receives substantial economic benefit from, a company, whether acting alone or together with other persons;
- has a significant stake in a company and on whose behalf activity of a company is conducted; or
- exercises significant control or influence over a person through a formal or informal agreement, and where such ownership, control or interest is through a trust, the trustee (s), beneficiaries, or anyone who controls the trust.

OR

(iii) We declare that we are unable to identify any Beneficial Owner meeting one or more of the following conditions. [If this option is selected, the Bidder shall provide explanation on why it is unable to identify any Beneficial Owner]

- directly or indirectly holding 5% or more of the shares

- directly or indirectly holding 5% or more of the voting rights
- directly or indirectly having the right to appoint a majority of the board of directors or equivalent governing body of the Bidder]"
- directly or indirectly, has a substantial economic interest in or receives substantial economic benefit from, a company, whether acting alone or together with other persons;
- has a significant stake in a company and on whose behalf activity of a company is conducted; or
- exercises significant control or influence over a person through a formal or informal agreement, and where such ownership, control or interest is through a trust, the trustee (s), beneficiaries, or anyone who controls the trust.

Name of the Bidder: [insert **complete name of the Bidder**][1]
Name of the person duly authorized to sign the Bid on behalf of the Bidder: [insert **complete name of person duly authorized to sign the Bid**][2]

Title of the person signing the Bid: [insert **complete title of the person signing the Bid**]

Signature of the person named above: ______________________________

Date signed [insert **ordinal number**] day of [insert **month**], [insert **year**]

[1] In the case of the Bid submitted by a Joint Venture specify the name of the Joint Venture as Bidder. In the event that the Bidder is a joint venture, each reference to "Bidder" in the Beneficial Ownership Disclosure Form (including this Introduction thereto) shall be read to refer to the joint venture member.
[2] Person signing the Bid shall have the power of attorney given by the Bidder. The power of attorney shall be attached with the Bid Schedules.

FINANCIAL PROPOSAL SUBMISSION SHEET

Note to Bidders: Complete this form with all the requested details and submit it as the first page of your financial proposal, with the documents requested above attached. Ensure that your proposal is authorised in the signature block below. A signature and authorisation on this form will confirm that the terms and conditions of this RFP prevail over any attachments. If your proposal is not authorised, it may be rejected. The total price of the proposal should be expressed in the currency or currencies per m itted in the instructions above.

Procurement Reference Number:	RFA/ICT/RFP/ERP-SYSTEM/02/26
Subject of Procurement:	Supply, Installation and Testing of ERP System for Roads Fund Administration
Name of Bidder:	
Bidder's Reference Number:	
Date of Financial Proposal:	

The total price of our proposal is: ________________ ________________.

We confirm that the rates quoted in our Financial Proposal are fixed and firm for the duration of the validity period and will not be subject to revision or variation.

FINANCIAL PROPOSAL AUTHORISED BY:

Signature: __________________________ Name: ____________________________

Position: __________________________ Date: ____________________________

(DD/MM/YY)

Authorised for and on behalf of:

Company: ____

Address: ____

____

1.22 PRICE SCHEDULES

BREAKDOWN OF CONTRACT PRICE

[Complete this form with details of all your costs and submit it as part of your financial proposal. Where your costs are in more than one currency, submit a separate form for each currency. Authorise the rates quoted in the signature block below. Where this is a lump sum contract, the total price will be the contract price and the breakdown will be used only to determine the price of any additional services.]

Procurement Reference Number: RFA/ICT/RFP/ERP-SYSTEM/02/26

FEES				
NAME AND POSITION OF PERSONNEL	**INPUT QUANTITY**	**UNIT OF INPUT**	**RATE MK**	**TOTAL PRICE MK**
Subtotal				
VAT				
PPDA Levy (1%)				
TOTAL				

Notes: The Procurement Levy is calculated based on Sub-total before taxes.

REIMBURSABLE COSTS				
DESCRIPTION OF COST	**QUANTITY**	**UNIT OF MEASURE**	**UNIT PRICE MK**	**TOTAL PRICE MK**
TOTAL				

TOTAL PRICE: ______________________

BREAKDOWN OF CONTRACT PRICE AUTHORISED BY:

Signature: __________________________ Name: ____________________________

Position: __________________________ Date: ____________________________
(DD/MM/YY)

Authorised for and on behalf of:

Company: ____

PART 2: SCHEDULE OF REQUIREMENTS

PROCUREMENT REFERENCE NUMBER: RFA/ICT/RFP/ERP-SYSTEM/02/26

Terms of Reference

Acquisition and Implementation of an Integrated ERP System

Objectives of the Assignment

The primary objectives of this assignment are to:

- Implement an integrated ERP System covering core financial and operational accounting functions.
- Support multi-currency and multi-business-unit operations.
- Strengthen internal controls through configurable workflows and audit trails.
- Provide comprehensive financial and management reporting.

Scope of Work

The vendor shall supply, configure, implement, test, and support an ERP System that includes, at a minimum, the modules and functionalities outlined below.

2.1 Core Accounting Modules

2.1.1 Accounts Payable (AP)

- Supplier master data management
- Invoice capture and processing
- Credit notes and debit notes management
- Payment scheduling and aging analysis – Payment file generation
- Integration with Cashbook and General Ledger
- Withholding tax and other statutory deductions (where applicable)
- Reconciliation
- User role-based access permissions (e.g. capture only)

2.1.2 Accounts Receivable (AR)

- Customer master data management
- Invoicing and billing (Statement generation)
- Receipts management
- Credit control and customer aging analysis
- Integration with Cashbook and General Ledger
- Reconciliation

2.1.3 General Ledger (GL)

- Chart of Accounts configuration (including analysis codes)
- Journal entry creation and posting
- Period and year-end closing
- Budgeting and budget control
- Automated postings from sub-ledgers
- Bulk upload of data

Project Accounting

- Project and cost center setup
- Budgeting by project
- Cost accumulation and revenue tracking
- Integration with AP, AR, Inventory, and GL

Cashbook Management

- Cash and bank account management
- Bank reconciliations (manual and automated)
- Payment voucher generation and processing
- Receipts and payments tracking
- Integration with AP, AR, and GL

Fixed Assets Register

- Asset classification
- Asset acquisition and disposal
- Depreciation methods and calculations
- Asset revaluation and impairment
- Asset reporting and audit trails

Inventory Management

- Item master data management
- Stock receipt, issue, and transfer
- Inventory valuation methods
- Integration with AP, Project Accounting, and GL
- Inventory movement and valuation reports

2.2 Payroll and Human Resource Management

The system shall include an integrated Payroll and Human Resource Management (HRM) module to manage employee data, payroll processing, statutory compliance, and HR administration.

2.2.1 Human Resource Management

- Employee master data management
- Organizational structure and job positions
- Employee contracts and employment terms
- Employee lifecycle management (onboarding, transfers, promotions, termination)
- Leave management (leave types, accruals, approvals, balances)
- Employee document management
- Cost center, project, and business unit assignment
- Generation of employee data reports per specifications requested

2.2.2 Time and Attendance

- Overtime management
- Integration with payroll calculations
- Ability to import data from external attendance systems

2.2.3 Payroll Processing

- Payroll configuration by employee category and business unit
- Salary structures, allowances, benefits, and deductions
- Payroll processing for permanent, contract, and casual staff
- Payroll simulation and validation prior to posting
- Backpay and Arrears auto-computation in case of changes
- Computation of final dues (Leave payout, gratuity, notice pay, etc..)
- System must generate secure electronic pay slips
- Pay slips automatically emailed to employees
- Password-protected pay slip PDFs

2.2.4 Statutory and Tax Compliance

- Automated Configuration of statutory deductions and employer contributions
- Automated Payroll tax calculations and reporting even when salaries change mid-year
- Support for country-specific statutory requirements
- Generation of statutory returns and reports

2.2.5 Payroll Accounting Integration

- Automatic posting of payroll journals to the General Ledger
- Allocation of payroll costs to projects, cost centers, and business units
- Generation of bank payment files (EFT Format)
- Integration with Cashbook for salary payments

- Payroll reconciliation reports

2.2.6 Payroll Security and Audit

- Strict role-based access controls
- Segregation of duties between HR and Payroll
  - Full audit trail of payroll changes and approvals

2.2.7 Performance Contract and Performance Management

- Creation and management of performance contracts by employees, role, department, project, or business unit
- Definition of performance periods (annual, semi-annual, quarterly, or custom)
- Configurable performance indicators (KPIs), targets, weights, and scoring methodologies
- Linkage of performance contracts to organizational strategic objectives and projects
- Linkage of performance appraisals to rewards e.g salary adjustments
- Mid-term and end-term performance reviews
- Self-assessment and supervisor assessment capabilities
- Multi-level performance approval workflows
- Performance scoring, ranking, and final appraisal outcomes
- Storage and audit trail of approved performance contracts and evaluations
- Ability to attach supporting documents and evidence
- Integration with HR records for promotions, contract renewals, disciplinary actions, and training needs
- Performance reporting by employee, department, project, and business unit

Cross-Cutting Functional Requirements

The system must natively support the following capabilities:

Multi-Currency Management

- Transaction processing in multiple currencies
- Configurable exchange rates – A minimum of 4 currencies
- Reporting in base and transaction currencies

Business Units Creation and Management

- Definition and management of multiple business units, branches, or entities
- Segregated and consolidated accounting and reporting
- Configurable inter-unit transactions

Reporting Requirements

The system shall provide comprehensive reporting capabilities, including but not limited to:

- Standard financial statements - Trial Balance, Income and expenditure Statement, Balance Sheet, Cash Flow
- Sub-ledger reports (AP aging, AR aging, inventory valuation, asset register)
- Project and cost center reports
- Budget vs. actual reports
- Multi-currency and consolidated reports
- User-configurable and exportable reports (Excel, PDF, etc.)

Workflow Automation (Separate Quotation)

The ERP System should support fully configurable workflow automation. Vendors are required to provide a separate, itemized quotation for workflow functionality, whether delivered as a native module or an add-on.

Workflow capabilities shall include, but not be limited to:

- User-configurable workflows without the need for custom code
- Ability to define workflows by transaction type, amount thresholds, business unit, project, or cost center
- Configurable approval levels (single-step and multi-step approvals)
- Role-based and user-based approval assignments
- Parallel and sequential approval paths
- Conditional routing (e.g. amount-based or exception-based routing)
- Delegation and substitution of approvers
- Escalation rules for delayed approvals
- Approval of the following transactions at minimum:
    - Payment vouchers
    - Supplier invoices/Contractor certificates
    - Journal entries
    - Procurement transactions, including:
        - Purchase Requisitions (PRF)
        - Local Purchase Orders (LPO)
        - Goods Received Notes (GRN)
- Workflow functionality shall be seamlessly and natively integrated with the Enterprise Resource Planning System , enabling end-to-end processing of transactions without duplicate data entry, manual intervention, or the use of parallel systems.

Additional workflow requirements:

- Procurement approvals shall be subject to system-enforced budget availability checks at PRF, LPO, and invoice stages.

- Transactions exceeding approved budgets shall be blocked or routed for exception approval based on configurable rules.
- Full audit trail capturing initiator, approvers, timestamps, and actions taken
- System and email notifications for pending, approved, rejected, or escalated items
- Ability to modify workflows post-implementation with appropriate access rights
- Reporting on workflow status, turnaround time, and bottlenecks

System Architecture and Deployment Requirements

The proposed ERP system (accounting, procurement, payroll, and human resource management) shall be fully web-based with modern architecture.

6.1 Technical Architecture

- Browser-based access with no dependency on thick-client installations
- Compatible with standard web browsers:
    - Google Chrome (current and previous version)
    - Microsoft Edge (current and previous version)
    - Mozilla Firefox (current and previous version)
    - Safari (for macOS users)
- Responsive design for access from desktop, tablet, and mobile devices
- Support for centralized deployment with remote access for authorized users
- RESTful APIs for integration with third-party systems
- Role-based access control enforced at application level
- Secure user authentication and session management:
    - Multi-factor authentication (MFA) support
    - Single Sign-On (SSO) capability
    - Integration with Active Directory/LDAP

6.2 Deployment Options

The solution shall support flexible deployment models:

- **On-premise deployment:**
    - Installation on client-provided servers
    - Full control over infrastructure
    - Client responsibility for maintenance and updates

- **Cloud-hosted deployment:**
  - Software as a Service (SaaS) model
  - Vendor-managed infrastructure
  - Regular updates and patches
  - Scalability and high availability
- **Hybrid deployment** (where applicable):
  - Combination of on-premise and cloud components
  - Flexibility based on security and operational requirements

6.3 Security Requirements

- Secure data transmission using industry-standard encryption protocols (TLS 1.2 or higher)
- Data encryption at rest
- Vulnerability assessment and penetration testing support
- Compliance with data protection regulations
- Backup Encryption
- Secure API authentication

6.4 Integration Capabilities

- APIs for integration with:
  - Banking systems for statement downloads
  - Government statutory reporting portals
  - E-procurement platforms
  - Document management systems
  - Business intelligence and analytics tools
- Standard data import/export formats (Excel, CSV, XML, JSON)
- Web services support (SOAP, REST)

Implementation Requirements

7.1 Implementation Methodology

The vendor shall provide a detailed implementation plan including:

- Project phases and milestones
- Resource allocation (vendor and client teams)
- Timeline with realistic delivery dates
- Risk assessment and mitigation strategies
- Change management approach
- Communication plan

7.2 Data Migration

- Assessment of existing data and systems
- Data cleansing and validation procedures
- Data mapping and transformation
- Migration tools and procedures
- Data migration testing and validation
- Cutover plan and rollback procedures
- Historical data migration

7.3 Training

The vendor shall provide comprehensive training including:

- Training needs assessment
- Training materials (user manuals, quick reference guides, videos)
- Training delivery methods:
  - Classroom training for super users
  - On-the-job training for end users
  - Train-the-trainer sessions
  - Online training resources
- Training schedule by user category:
  - System administrators
  - Finance and accounting staff
  - HR and payroll staff
  - Procurement staff
  - Management and executives
- Post-training assessments

7.4 Documentation

The vendor shall provide complete documentation including:

- System architecture and technical documentation
- User manuals (by module and user role)
- Administrator manuals
- Configuration documentation
- Workflow design documentation

- API and integration documentation
- Troubleshooting guides
- Release notes and version history

8. Support and Maintenance

8.1 Warranty Period

- Minimum warranty period of 12 months from go-live date
- Defect resolution at no additional cost during warranty period
- System optimization and performance tuning

8.2 Post-Warranty Support

The vendor shall provide a detailed support plan including:

- Support tiers (e.g., L1, L2, L3 support)
- Support channels (helpdesk, phone, email, remote access)
- Support hours (business hours or 24/7)
- Response time SLAs by issue severity:
  - Critical: X hours
  - High: X hours
  - Medium: X hours
  - Low: X hours
- Annual support and maintenance fees
- Software updates and patches

9. Vendor Qualification Requirements

9.1 Company Profile

- Company registration and business licenses
- Years in business
- Tax compliance certificates

9.2 Technical Capacity

The successful implementation of an ERP system requires a highly qualified and experienced team with diverse technical and functional expertise. This section defines the minimum qualifications, experience, and competencies required for each key role in the implementation team.

- 9.2.1 Software credentials
- Proof of software ownership or authorized reseller/partner status
- Current partnership level with software vendor (Gold, Platinum, Certified Partner, etc.)

- Partner certification validity and renewal dates
- Authorization letters from principal software vendor
- List of certified consultants and technical staff
- Local presence or support arrangements in country

9.2.2 Team Composition and Qualifications

The vendor shall provide detailed CVs and credentials for all proposed team members. The minimum team composition and qualifications are as follows:

Project Manager

Qualifications:

- Bachelor's degree in Computer Science, Information Technology, Business Administration, or related field (or equivalent professional experience)
- Minimum 5 years of experience in IT project management
- At least 2 completed ERP implementation projects of similar scope and complexity in the last 3 years

- Project Management certification such as:
  - Project Management Professional (PMP)
  - PRINCE2 Practitioner
  - Certified Associate in Project Management (CAPM)
  - Agile/Scrum certification (Certified Scrum Master, PMI-ACP)
  - OR equivalent recognized project management qualification
  - OR demonstrable project management experience with 4+ successful ERP implementations

Required Skills and Experience:

- Proven experience managing multi-module ERP implementations (Finance, HR, Procurement)
- Experience managing projects with budgets of significant value
- Track record of successful project delivery (on-time or with justified variances)

B. Lead ERP Consultant / Functional Consultant

Qualifications:

- Bachelor's degree in Accounting, Finance, Business Administration, or related field
- Minimum 5 years of experience in ERP consulting
- At least 3 full-cycle ERP implementations using the proposed solution
- Official certification in the proposed ERP system (system-specific certification required)

- Deep functional knowledge of financial accounting principles

Required Skills and Experience:
Financial Modules Expertise:

- General Ledger, Accounts Payable, Accounts Receivable configuration
- Chart of Accounts design and multi-dimensional analysis setup
- Financial reporting and consolidation
- Multi-currency and multi-entity accounting
- Budget management and controls
- Cash management and bank reconciliation
- Fixed assets management and depreciation

Operational Modules Expertise:

- Procurement and inventory management
- Project accounting and cost tracking
- Workflow design and approval hierarchies

C. Technical Consultant / Software Developer
Qualifications:

- Bachelor's degree in Computer Science, Software Engineering, Information Technology, or related field
- Minimum 4 years of software development experience
- At least 2 years of experience with the proposed ERP system's technical architecture
- Technical certification in the proposed ERP platform
- Proficiency in the programming languages used by the ERP system

Required Skills and Experience:
Technical Expertise:

- *ERP system architecture and infrastructure design*
- *Database administration (SQL Server, Oracle, PostgreSQL, or relevant DBMS)*
- *Application server configuration and optimization*
- *Web services and API development (REST, SOAP)*
- *System integration and middleware technologies*
- *Report development using native tools (Crystal Reports, SSRS, or equivalent)*
- *Workflow automation and scripting*
- *Data migration tools and ETL processes*

10. Commencement and Duration of the Assignment

The Consultant shall commence work within **five (5)** days after the contract signing date (effective date of contract). It is expected that the assignment, including final reporting, will be completed within **sixty (60)** calendar days.

11. Payment Terms

The firm shall provide a lump sum amount which should cater the cost for reviewing the reports, inspection, testing of building, transportation and to overall logistical arrangements.

Assignment Phase	**Deliverable**	**Timelines**	**Payment Schedule**
Project initiation & mobilization	Approved Project Charter + Inception Report	Contract award date + 1Week	20%
Requirements Validation & Solution Design	Requirements Validation Report Approved Solution Design Document	Contract award date + 2 Weeks	10%
System Configuration & Setup	Configured ERP environment Initial Report Catalogue Migrated and Validated Data Data Migration Sign-off	Contract award date + 5 Weeks	30%
Testing & User Acceptance	Test Scripts & Results UAT Sign-Off	Contract award date + 6 Weeks	20%
Training, Go-Live & Stabilization	Training Completion Report Post Go-Live Support Report Project Closure Report	Contract award date + 8 Weeks	20%

PART C: FORM OF CONTRACT

PART 3: FORM OF CONTRACT

PROCUREMENT REFERENCE NUMBER: RFA/ICT/RFP/ERP-SYSTEM/02/26

ROADS FUND ADMINISTRATION

FINANCING THE ROAD INFRASTRUCTURE IN MALAWI

ROADS FUND ADMINISTRATION

CONTRACT FOR CONSULTING SERVICES

SUPPLY, INSTALLATION AND TESTING OF ERP SYSTEM FOR ROADS FUND ADMINISTRATION

SMALL ASSIGNMENTS
LUMP-SUM PAYMENTS

BETWEEN

ROADS FUND ADMINISTRATION

AND

[NAME OF THE CONSULTANCY FIRM]

Contract Reference Number: ______________________

CONTRACT FOR CONSULTING SERVICES

SMALL ASSIGNMENTS
LUMP-SUM PAYMENTS

CONTRACT

THIS CONTRACT ("Contract") is entered into this ___ day of ______ 20___, by and between _____________ ("the Procuring and Disposing Entity" hereinafter called "the Client") having its principal place of business at ___________________, and ______________________ (the "Supplier" hereinafter called the "Consultant") having its principal office located at ____.

WHEREAS, the Client wishes the Consultant to perform the services hereinafter referred to, and

WHEREAS, the Consultant is willing to perform these services,

NOW THEREFORE THE PARTIES hereby agree as follows—

1. *Services*

(i) The Consultant shall perform the services specified in Annex A, "Terms of Reference and Scope of Services," which is made an integral part of this Contract ("the Services");

(ii) The Consultant shall provide the personnel listed in Annex B, "Consultant's Personnel," to perform the Services; and

(iii) The Consultant shall submit to the Client the reports in the form and within the time periods specified in Annex C, "Consultant's Reporting Obligations."

2. *Term*

The Consultant shall perform the Services during the period commencing _____________________ and continuing until _____________________, or any other period as may be subsequently agreed by the parties in writing.

3. *Payment*

A. Ceiling

For Services rendered pursuant to Annex A, the Client shall pay the Consultant an amount not exceeding ____________. This amount has been established based on the understanding that it includes all of the Consultant's costs and profits as well as any tax obligation that may be imposed on the Consultant.

B. Schedule of Payments

The schedule of payments is specified below—

________________ upon the Client's receipt of a copy of this

Contract signed by the Consultant; against submission of Bank Guarantee for the Advance Payment in accordance with Annex D of this Contract;

__________________ upon the Client's receipt of the draft report, acceptable to the Client; and

______________________ upon the Client's receipt of the final report, acceptable to the Client.

_____________________ Total

C. Payment Conditions

Payment shall be made in ______________(insert currency), no later than _________days following submission by the Consultant of an invoice to the Coordinator designated in paragraph 4. Such an Invoice shall be raised upon successfully completing a deliverable as prescribed in Section B of the contract

4. *Project Administration*

A. Coordinator.

The Client designates _____________ as its Coordinator; the Coordinator will be responsible for the coordination of activities under this Contract, for acceptance and approval of the reports and of other deliverables by the Client and for receiving and approving invoices for the payment.

B. Reports.

The reports listed in Annex C, "Consultant's Reporting Obligations," shall be submitted in the course of the assignment, and will constitute the basis for the payments to be made under paragraph 3.

5. *Performance Standards*

The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. The Consultant shall promptly replace any employees assigned under this Contract that the Client considers unsatisfactory. The consultant shall ensure that the replacement is of equal or better qualifications and experience as the previous personnel.

6. *Confidentiality*

The Consultants shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the Client's business or operations without the prior written consent of the Client.

7. *Ownership of*

Any studies, reports or other material, graphic, software or otherwise,

Material	prepared by the Consultant for the Client under the Contract shall belong to and remain the property of the Client. The Consultant may retain a copy of such documents and software.
8. *Consultant Not to be Engaged in Certain Activities*	The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, shall be disqualified from providing goods, works or services (other than the Services and any continuation thereof) for any project resulting from or closely related to the Services.
9. *Insurance*	The Consultant will be responsible for taking out any appropriate insurance coverage. The insurance cover shall be ____________.
10. *Assignment*	The Consultant shall not assign this Contract or sub-contract any portion of it without the Client's prior written consent.
11. *Law Governing Contract and Language*	The laws of the Republic of Malawi shall govern the Contract, and the language of the Contract shall be English.
12. *Completion of Contract*	This Contract shall be completed after all the agreed deliverables have been successfully completed by the Consultant and paid by the Client and as agreed and signed for in this contract.
13. *Termination of Contract*	The Client may terminate this Contract, by not less than thirty (30) days' written notice of termination to the Consultant, to be given after the occurrence of–– *(a)* Consultant fails to remedy failure in performance of contract; *(b)* Consultant becomes insolvent; or *(c)* As a result of force majeure. Similarly, the Consultant may terminate this Contract, by not less than thirty (30) days' written notice to the Client, after the occurrence, among others, of the following–– *(a)* If the Client fails to pay the Consultant for work done *(b)* Consultant becomes insolvent *(c)* As a result of force majeure
14. *Resolution of Disputes*	Any dispute arising out of the Contract, which cannot be amicably settled between the parties, shall be referred to adjudication/arbitration in accordance with the laws of the Republic of Malawi.

FOR THE CLIENT	FOR THE CONSULTANT
Signature_________________________________	Signature____________________
Signed by [name] ______________________________	Signed by ________________
Title: ________________________________	Title: _________________________
WITNESS	**WITNESS**
Signed: _________________________	Signed _______________________________
Signed By_(Name(______ ___________	(Name) Signed By______________________
Name____________________________	Name________________________________

LIST OF ANNEXES

Annex A: Terms of Reference and Related Goods

Annex B: Consultant's Personnel

Annex C: Documents establishing eligibility of Bidders

Annex D: Consultant's Reporting Obligations

Annex A—TERMS OF REFERENCE AND RELATED GOODS

Annex B—CONSULTANT'S PERSONNEL

Annex C—DOCUMENTS ESTABLISHING ELIGIBILITY OF BIDDERS

Annex D— CONSULTANT'S REPORTING OBLIGATIONS

ANNEX E—FORMAT OF BANK GUARANTEE FOR ADVANCE PAYMENTS (WHERE APPLICABLE)

*[Name and Address of Client]*____

____

*[Name of Contract for Consultants' Services]*____

____

Gentlemen:

In accordance with the provisions of the above-mentioned Contract (hereinafter called "the Contract"), *[name and address of Consultants]* (hereinafter called "the Consultants") shall deposit with *[name of Client]* a bank guarantee to guarantee their proper and faithful performance under the said provisions of the Contract in an amount of *[amount of Guarantee]*, *[amount of Guarantee in words]*.

We, the *[bank or financial institution]*, as instructed by the Consultants, agree unconditionally and irrevocably to guarantee as primary obligor and not as Surety merely, the payment to *[name of Client]* on his first demand without whatsoever right of objection on our part and without his first claim to the Consultants, in the amount not exceeding *[amount of Guarantee]*, *[amount of Guarantee in words]*.

We further agree that no change or addition to or other modification of the terms of the Contract which may be made between *[name of Client]* and the Consultants, shall in any way release us from any liability under this guarantee, and we hereby waive notice of any such change, addition or modification.

This guarantee is subject to the Uniform Rules for Demand Guarantees, ICC Publication No. 758, except that subparagraph (ii) of Sub-article 20(a) is hereby excluded.

Yours faithfully,

____

Signature and Seal

____

Name of Bank/Financial Institution

____

Address

____

Date

____