



TERMS OF REFERENCE (ToR)

PROCUREMENT OF AN INTEGRATED ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM FOR FINANCE AND ADMINISTRATION

Tender Reference:	018/ADPP/2026
Date of Issue:	11/06/2026
Deadline for Submission:	02/07/2026 at 23:59 CAT
Country of Implementation:	Republic of Mozambique
Issuing Organisation:	Associação Moçambicana para a Ajuda de Desenvolvimento de Povo para Povo (ADPP Mozambique)
Submission Email:	contabilidade@adpp-mozambique.org

Participation in this tender is conditional upon formally requesting the tender dossier through the email address indicated in the tender notice. Only bidders duly registered through that channel will be considered eligible.

1. Introduction and Background

ADPP Mozambique is a Mozambican Non-Governmental Association working in the areas of Quality Education, Health and Well-being, Sustainable Agriculture, Environment and Climate Action, and Humanitarian Response. As a member of the international Humana People to People Federation, ADPP Mozambique partners with communities, government institutions, civil society, the private sector, and international donors to promote sustainable development and resilience across Mozambique.

ADPP Mozambique operates across all provinces of Mozambique, including some of the country's most remote, underserved, and disaster-prone areas. The organisation currently manages more than 50 active projects annually, employs approximately 2,500 permanent staff, and works with over 17,700 volunteers and community activists. Through its programmes, ADPP Mozambique reaches millions of beneficiaries each year across the sectors of health, education, agriculture, climate resilience, and humanitarian action.

The organisation's Finance and Administration function is headquartered in Maputo and comprises the following key departments and units: Economy, Finance and Administration, Financial Services to Projects, Procurement, Logistics, Asset Management, Human Resources and Accounts. Several other departments work closely with the Finance and Administration function and are expected to benefit significantly from an integrated digital management system, including Grants Administration, Programmes, and Monitoring, Evaluation, Accountability and Learning (MEAL) Departments. Each active project maintains its own embedded finance and administration structure at field level, while the Head Office in Maputo provides consolidated oversight, compliance management, and accounting support across the organisation. Financial accounting and consolidation are centrally managed at Head Office level.

ADPP Mozambique is also a major operational actor in humanitarian preparedness, disaster response, and early recovery programming in Mozambique. Over recent years, the organisation has implemented emergency interventions in response to cyclones, floods, droughts, disease outbreaks, and conflict-induced displacement, often operating in highly complex and rapidly changing environments. These responses have required accelerated procurement, rapid financial mobilisation, emergency staffing arrangements, and strict donor compliance under compressed timelines.

To support continued organisational growth and strengthen operational efficiency, transparency, accountability, and emergency responsiveness, ADPP Mozambique seeks to procure and implement a robust, scalable, and integrated Enterprise Resource Planning (ERP) system. The ERP system is expected to support both routine organisational management and emergency operations by enabling real-time visibility, streamlined workflows, stronger internal controls, enhanced audit readiness, and digitally enabled decision-making across the organisation.

The organisation has also secured emergency relief and institutional strengthening funding specifically aimed at investing in digital systems that improve organisational resilience, strengthen emergency preparedness capacity, and enable faster, more accountable operational and financial responses during humanitarian emergencies.

2. Problem Statement and Justification

ADPP Mozambique's current Finance and Administration operations rely heavily on paper-based processes, manual record-keeping, and fragmented standalone systems. While these systems have supported the organisation's growth over time, they now present significant operational, compliance, efficiency, and accountability challenges, particularly given the scale, geographic spread, and complexity of ADPP Mozambique's operations.

The current situation gives rise to several critical operational constraints, including:

- Limited ability to track procurement, approvals, payments, and financial transactions in real time across geographically dispersed project locations;
- Slow approval workflows caused by physical document routing and manual sign-off processes, resulting in delays in procurement, payments, reporting, and emergency response operations;
- Lack of integration between budgeting, procurement, logistics, grants management, accounting, HR, payroll, and operational reporting systems;
- Duplication of data entry and parallel reporting systems across departments and projects;
- Limited real-time visibility of financial performance, budget utilisation, procurement status, and operational data at project, provincial, and Head Office levels;
- Increased risk of human error, data inconsistencies, fraud, document loss, and weak audit trails associated with manual and paper-based systems;
- Heavy administrative workload associated with donor compliance, financial reporting, and document retrieval;
- Limited operational efficiency during emergency response operations, where rapid approvals, procurement, staff deployment, payments, and reporting are critical.

These challenges are particularly significant during humanitarian emergencies and disaster response operations. In emergency contexts, the absence of a fully integrated, digital, and real-time management system can significantly affect the speed, accountability, transparency, and effectiveness of humanitarian procurement, cash management, staffing, logistics, and financial operations.

In addition, ADPP Mozambique's continued organisational growth, expanding donor portfolio, and increasing operational complexity require stronger institutional systems capable of supporting multi-project, multi-donor, and multi-location operations while maintaining high standards of compliance, accountability, internal control, and operational efficiency.

To address these challenges, ADPP Mozambique seeks to procure, configure, and implement a robust, scalable, secure, and customisable integrated ERP system. The ERP system will support the digitalisation and automation of key organisational processes across finance, procurement, logistics, grants management, HR, asset management, and operational reporting, while also strengthening emergency preparedness and rapid response capacity.

The proposed ERP system is expected to:

- Improve operational efficiency and workflow automation;
- Strengthen financial control, transparency, and audit readiness;
- Enable real-time reporting and decision-making;
- Reduce administrative burden and duplication;
- Enhance donor compliance and grants management;
- Improve coordination across departments and project locations;
- Strengthen organisational preparedness and rapid response capability during humanitarian emergencies;
- Support long-term institutional growth and sustainability.

3. Objectives of the Assignment

3.1 Overall Objective

To procure, configure, implement, and operationalise a robust, scalable, and fully integrated ERP system that digitalises and automates ADPP Mozambique's Finance, Administration, and operational management processes, enabling efficient, transparent, accountable, and data-driven management of resources, programmes, and operations across all projects and provincial offices in Mozambique. The ERP system is expected to support both routine organisational management and emergency response operations by strengthening workflow automation, financial control, compliance, reporting, coordination, and institutional preparedness.

3.2 Specific Objectives

The specific objectives of the assignment are to:

1. Eliminate paper-based and manual procurement-to-payment, financial management, and administrative processes through the implementation of integrated digital workflows;
2. Establish end-to-end automated workflows with clearly defined approval hierarchies, delegated authority structures, internal controls, and comprehensive audit trails;
3. Integrate budgeting, workplanning, procurement, logistics, inventory, asset management, fleet management, HR, payroll, grants administration, accounting, document management, and reporting functions within a single integrated platform;
4. Enable real-time visibility, monitoring, and reporting of financial and operational data at project, provincial, and Head Office levels;
5. Strengthen operational efficiency, coordination, and decision-making through workflow automation, centralised data management, and standardised reporting systems;
6. Strengthen ADPP Mozambique's disaster preparedness and emergency response capacity by ensuring that critical financial, procurement, HR, logistics, and operational systems can function efficiently during humanitarian emergencies and rapid response operations;
7. Improve financial accountability, transparency, compliance, and audit readiness through enhanced system controls, document traceability, and automated approval and reporting mechanisms;
8. Ensure compliance with donor financial management, procurement, audit, and reporting requirements across all active grants and projects;
9. Reduce duplication of data entry, manual reporting processes, and administrative workload across departments and project locations;
10. Strengthen organisational data security, document management, and long-term information retention and retrieval systems;
11. Build the capacity of ADPP Mozambique staff through comprehensive training, user support, and knowledge transfer to ensure sustainable system ownership, administration, and long-term utilisation;
12. Provide a scalable and flexible digital management platform capable of supporting ADPP Mozambique's future organisational growth, operational expansion, and evolving donor and emergency response requirements.

4. Scope of Work

The selected vendor shall supply, configure, customise, implement, test, and provide ongoing technical support and maintenance for an integrated ERP system covering the functional modules described below. The proposed solution must support multi-user, multi-project, multi-donor, and multi-site operations across all provinces of Mozambique, including operations in remote and low-connectivity environments. The ERP system should enable integrated management of finance, procurement, logistics, grants, HR, administration, and operational workflows through a secure, scalable, and user-friendly platform.

ADPP Mozambique may implement the ERP system in phases depending on operational priorities, technical feasibility, and available funding. Vendors are therefore encouraged to propose scalable modular solutions that can operate independently while remaining fully integratable within a unified ERP architecture.

The bidder shall clearly indicate:

- Which modules are standard/off-the-shelf;
- Which functionalities require customisation or configuration;
- Any third-party dependencies or licensing requirements;
- Any limitations or exclusions in the proposed solution.

Module / Functional Area	Key Functional Requirements
1. Work Planning & Budgeting	<ul style="list-style-type: none"> • Multi-project, multi-donor budget creation and management • Linkage of budgets to strategic objectives, donors, and workplans • Budget vs. actual tracking and variance analysis • Support for programme and target tracking • Consolidated and project-level budget reporting • Budget approval workflows and delegated authority controls
2. Procurement (Procure-to-Pay)	<ul style="list-style-type: none"> • End-to-end digital procurement workflow (requisition to payment) • Configurable approval hierarchies and thresholds • Supplier/vendor database and management • Purchase order generation, tracking, and goods receipt confirmation • Integration with budget and inventory modules • Compliance with ADPP procurement policy and donor requirements • Audit trail for all procurement actions
3. Accounting & Financial Management	<ul style="list-style-type: none"> • General ledger, chart of accounts, and journal management • Multi-currency support (MZN and USD at minimum) • Accounts payable and receivable • Bank reconciliation and cash management • Centralised accounting at Head Office with project-level data capture • Multi-donor fund accounting and cost allocation • Financial statement generation (P&L, balance sheet, cash flow)
4. Grants Administration	<ul style="list-style-type: none"> • Grants database with donor conditions, milestones, and reporting schedules • Budget tracking per grant with burn-rate monitoring • Automated alerts for grant reporting deadlines • Donor financial report generation • Audit-ready documentation management per grant
5. Asset Management	<ul style="list-style-type: none"> • Asset register with acquisition, depreciation, and disposal tracking • Asset assignment to projects and staff • Physical verification and audit support • Integration with procurement and accounting

Module / Functional Area	Key Functional Requirements
6. Inventory Management	<ul style="list-style-type: none"> • Stock management and warehouse/store tracking • Goods-in and goods-out workflows • Re-order alerts and inventory valuation • Integration with procurement and projects
7. Fleet Management	<ul style="list-style-type: none"> • Vehicle register and assignment to projects • Fuel consumption and mileage tracking • Maintenance scheduling with notifications and reminders • Logbook management and driver assignment • Integration with workplans and budgets
8. HR & Workforce Planning	<ul style="list-style-type: none"> • Staff database with contracts, positions, and organisational structure • Recruitment workflow management • Leave and absence tracking • Timesheet management and allocation to projects • Performance management module • Integration with payroll and accounting
9. Travel & Expense Management	<ul style="list-style-type: none"> • Travel request and approval workflow • Per diem calculation and advance management • Expense report submission and approval • Linkage to procurement and payment processes • Budget impact visibility at point of approval
10. Contracts Management	<ul style="list-style-type: none"> • Repository for all contracts (supplier, staff, grant agreements) • Milestone tracking and expiry alerts • Version control and document management • Integration with procurement and grants modules
11. Document Management & Archiving	<ul style="list-style-type: none"> • Centralised digital document repository • Tagging, categorisation, and advanced search • Role-based access and permissions • Support for offline document capture and synchronisation
12. Incident Management	<ul style="list-style-type: none"> • Incident reporting and tracking workflow • Escalation protocols and notifications • Integration with HR and operational modules
13. Dashboards, Reports & Analytics	<ul style="list-style-type: none"> • Configurable dashboards per user role • Standard and custom report generation • Export to MS Excel, Word, and PDF • Real-time data visibility across projects and provinces • M&E indicator tracking and programme reporting support

General Functional Expectations

The ERP system should additionally:

- Support role-based access controls and delegated permissions;
- Provide configurable approval workflows and audit trails across modules;
- Support both Portuguese and English language interfaces;

- Allow integration with third-party systems and APIs where required;
- Support offline or low-bandwidth functionality for field operations in remote areas;
- Provide scalable user licensing suitable for organisational growth;
- Enable secure cloud-hosted, on-premises, or hybrid deployment options;
- Allow attachment and storage of supporting documentation across workflows;
- Support future integration with banking systems, mobile money platforms, donor reporting systems, and other digital tools where applicable.

5. System and Technical Requirements

5.1 Architecture & Hosting

- ADPP Mozambique's preferred deployment option is an on-premises solution; however, cloud-hosted (SaaS) or hybrid deployment models may also be proposed and will be considered, provided they meet the organisation's operational, security, and data protection requirements;
- Bidders must clearly describe the proposed system architecture, hosting environment, infrastructure requirements, database technology, and deployment model;
- The proposed solution must provide sufficient, secure, and scalable data storage capacity. Bidders must clearly specify the storage architecture, storage limits, backup arrangements, data recovery procedures, and any additional costs associated with increased storage requirements.
- The system should support desktop, web-based, and mobile access where applicable. Mobile compatibility (smartphones and tablets) is considered an advantage, particularly for field-based operations;
- The system must provide practical functionality in low-bandwidth and remote operational environments. Vendors should clearly explain offline functionality capabilities, delayed synchronisation features, and how users in remote areas can continue operations during internet interruptions.
- Hosted solutions must include a Service Level Agreement (SLA) with guaranteed uptime of at least 99% availability, excluding scheduled maintenance periods;
- Bidders must specify server hosting responsibilities, infrastructure ownership, software update arrangements, maintenance responsibilities, and business continuity provisions.
- The proposed solution should support future scalability and expansion without requiring full system replacement.

5.2 Security & Data Protection

The proposed ERP solution must comply with recognised good practices in information security, data protection, auditability, and operational resilience. Minimum requirements include:

- Role-based access controls and configurable user permission management;
- Segregation of duties and approval controls across workflows;
- Data encryption both in transit and at rest;
- Secure user authentication mechanisms, including support for multi-factor authentication (desirable);
- Automated daily system backups with clearly defined disaster recovery protocols;
- User activity logging and audit trail functionality across all key modules;
- Protection against unauthorised access, data loss, and cyber-security threats;
- Disaster recovery and business continuity capability, including backup restoration procedures;
- Data sovereignty provisions ensuring that all organisational and operational data generated through the system remains the exclusive property of ADPP Mozambique;
- Compliance with applicable data protection legislation and recognised NGO/donor data security standards;
- Minimum seven (7)-year data retention capability in line with donor audit and archiving requirements;
- Ability for ADPP Mozambique to export and retrieve all organisational data in a standard readable format at any time during or after the contract period.

Bidders must clearly describe:

- their security architecture,
- backup arrangements,
- disaster recovery capability,
- incident response procedures,
- and any relevant cybersecurity certifications or standards.

5.3 Integration & Compatibility

The ERP system must support interoperability and compatibility with commonly used software and future digital integrations. Minimum requirements include:

- Compatibility with Microsoft Excel, Word, and PDF formats for data import and export;
- API availability or other standard integration methods to support future integration with; donor reporting systems, banking systems, mobile money platforms, biometric systems, payroll systems and third-party applications.
- Multi-language support, with Portuguese and English interfaces preferred;
- Ability to support configurable reporting templates and data exports;
- Compatibility with standard database management and reporting tools where applicable.

Bidders should clearly identify:

- available APIs,
- integration limitations,
- third-party dependencies,
- and any additional licensing requirements associated with integrations.

5.4 Scalability

The proposed solution must be scalable and capable of supporting ADPP Mozambique's continued organisational growth and operational expansion. The system must:

- Support a minimum of 100 concurrent users, with transparent pricing structures for additional users and licences;
- Accommodate the management of more than 50 active projects simultaneously across multiple provinces and operational locations;
- Support multi-project, multi-donor, and multi-currency operations;
- Allow future expansion in user numbers, operational sites, projects, data storage, modules, and system integrations;
- Maintain acceptable system performance as operational scale and data volumes increase;
- Clearly distinguish licensing assumptions for named users, concurrent users, and read-only users.

Bidders must clearly explain any scalability limitations, infrastructure requirements, and cost implications associated with organisational growth.

6. Expected Implementation Methodology

The Bidder shall present a detailed implementation methodology as part of their Technical Proposal. ADPP Mozambique does not prescribe a fixed implementation approach, sequencing, or timeline, as these should reflect the bidder's proposed solution, technical architecture, implementation experience, and recommended best practices. Bidders are expected to propose a realistic, well-structured, and achievable implementation plan that demonstrates a clear understanding of ADPP Mozambique's operational environment, organisational structure, geographic spread, and emergency-response context.

The proposed methodology should prioritise:

- operational continuity during implementation;
- user adoption and change management;
- phased and manageable deployment where appropriate;
- minimisation of operational disruption;
- practical usability in remote and low-connectivity environments;
- and sustainable long-term system ownership by ADPP Mozambique.

ADPP Mozambique anticipates that implementation may follow a phased approach, prioritising core finance, procurement, budgeting, grants management, and HR modules before expansion into additional operational modules, where applicable. The implementation methodology shall, at

a minimum, address the following key phases and activities. The sequencing and grouping of phases remains at the discretion of the Bidder.

Key Phase / Activity Area	What the Bidder Must Describe
Project Inception	Proposed approach to project kick-off, team mobilisation, and establishment of communication and reporting protocols with ADPP.
Information Gathering & Requirements Analysis	Methodology for reviewing ADPP Mozambique's existing policies, SOPs, workflows, organisational structures, approval processes, donor compliance requirements, and operational systems. Approach to staff consultations, workshops, process mapping, and validation of detailed system requirements.
System Configuration & Customisation	Approach to configuring and customising the ERP system to align with ADPP Mozambique's workflows, delegated authority structures, organisational hierarchy, donor requirements, emergency-response operations, and reporting needs. The Bidder should clearly explain how ADPP staff will participate in review and validation throughout the process.
Infrastructure Setup & Deployment	Proposed hosting setup, server configuration, database deployment, security configuration, user access management, and installation approach for on-premises, cloud, or hybrid environments.
Data Migration & Data Validation	Proposed approach to migration of opening balances, supplier databases, HR records, asset registers, project records, and other historical or operational data. The Bidder should explain data preparation requirements, migration limitations, validation procedures, reconciliation methods, and responsibilities between the vendor and ADPP Mozambique.
Testing (Vendor & UAT)	Proposed approach to internal vendor testing and to User Acceptance Testing (UAT) by ADPP staff, including sign-off protocols.
Training & Change Management	Proposed training and user adoption strategy for end-users, finance teams, operations staff, administrators, and super-users. This should include training formats, schedules, materials, languages, user manuals, and post-training support. Bidders are encouraged to include a structured change management approach to support transition from manual and paper-based systems to digital workflows.
Go-Live & Operationalisation	Proposed approach to final deployment, pre-go-live checks, cut-over planning, go-live support, operational readiness verification, and formal go-live sign-off procedures.
Post-Go-Live Support	Proposed hand-holding arrangements, helpdesk support, troubleshooting procedures, issue escalation protocols, SLAs, and ongoing maintenance arrangements following go-live.
Long-Term Support & System Sustainability	Proposed arrangements for software updates, maintenance, future enhancements, technical support, licence management, and long-term sustainability of the ERP solution.

The Bidder must include a proposed overall implementation timeline (e.g. as a Gantt chart) in their Technical Proposal. The timeline must include clear milestones and reflect the Bidder's experience

and realistic capacity. Regardless of the phasing proposed, the total period from contract signing to full go-live must not exceed twelve (12) months.

7. Training and Capacity Building

The vendor shall provide a comprehensive training and capacity-building programme as an integral component of the ERP implementation package. The training programme should be designed to ensure effective user adoption, sustainable system ownership, and long-term operational capability within ADPP Mozambique. The training approach should combine practical, role-based learning with ongoing technical support to enable staff at different organisational levels to confidently use, manage, and administer the system.

At a minimum, the training programme shall include the following components:

- Comprehensive end-user training for all relevant staff across implemented modules and functional areas;
- Specialised super-user and system administrator training for designated ADPP Mozambique technical leads and focal points responsible for ongoing system administration, troubleshooting, user support, and internal capacity building;
- Role-based training tailored to different user categories, including finance staff, procurement teams, HR personnel, grants staff, programme teams, managers, and system administrators;
- Training on system workflows, approval processes, reporting functions, document management, compliance requirements, and internal controls;
- Training on emergency-response operational workflows where applicable, including accelerated procurement, emergency approvals, financial controls, and rapid operational activation processes;
- Training delivery may be conducted face-to-face, virtually, or through a blended approach, with the final methodology and schedule to be agreed jointly with ADPP Mozambique;
- Development and provision of customised user manuals, reference guides, workflow documentation, and training materials reflecting ADPP Mozambique-specific configurations, approval structures, workflows, and reporting requirements;
- Provision of training materials and user documentation in Portuguese and/or English;
- Training-of-Trainers (ToT) approach is considered an advantage to strengthen internal long-term capacity and reduce dependency on external support;
- One (1) annual refresher training session shall be included within the support and maintenance package;
- The vendor shall provide post-training user support during the stabilisation and post-go-live phases to reinforce user adoption and operational confidence.

Training Proposal Requirements

As part of the Technical Proposal, bidders shall clearly describe:

- The proposed training methodology and approach;
- Training formats and delivery methods;
- Proposed training schedule and duration;
- Training materials and documentation to be provided;
- Number and categories of users to be trained;
- Approach to super-user and administrator capacity building;
- Proposed change management and user adoption strategy;
- Language(s) of training delivery and materials;
- Any assumptions or prerequisites related to training delivery.

Knowledge Transfer and Sustainability

The vendor shall ensure adequate knowledge transfer to ADPP Mozambique staff to enable sustainable long-term management, administration, and utilisation of the ERP system after implementation. This should include:

- administrative system management skills;
- user management and permission administration;

- report generation and dashboard management;
- troubleshooting procedures;
- backup and recovery procedures where applicable;
- and basic configuration management for authorised ADPP technical staff.

The overall training and capacity-building approach should aim to minimise long-term dependency on the vendor for routine operational management and user support.

8. Post-Implementation Support and Maintenance

The vendor shall provide a comprehensive post-implementation support and maintenance package to ensure system stability, user adoption, and long-term sustainability of the ERP solution. At a minimum, the support package shall include:

- Minimum three (3) months of intensive post-go-live hand-holding support;
- Access to a helpdesk, support portal, or ticketing system for issue logging and resolution;
- Clearly defined SLAs, including response and resolution timelines for critical, major, and minor issues;
- Regular software updates, security patches, bug fixes, and standard feature releases within the licence or maintenance fee;
- Long-term technical support and backstopping services, including remote support arrangements;
- Weekly progress reports during implementation and monthly reports during the post-go-live support phase;
- Clear issue escalation procedures and communication protocols;
- Support for backup verification, disaster recovery, and business continuity procedures where applicable;
- Transparent and pre-agreed rates for any additional customisation, configuration changes, or future development requests.

As part of the Technical Proposal, bidders shall clearly describe:

- their proposed support model and structure;
- helpdesk and SLA arrangements;
- availability of remote and on-site support;
- maintenance and update procedures;
- and long-term licensing and support arrangements.

9. Key Deliverables

#	Deliverable	Timing / Milestone
1	Inception Report including detailed implementation plan, project workplan, and communication protocol	Within 2 weeks of contract signing
2	Business process mapping and system requirements document (validated by ADPP)	End of Phase 2
3	Configured demo/pilot environment accessible by ADPP representatives	End of Phase 3
4	UAT sign-off report confirming all modules meet ADPP specifications	End of Phase 5
5	Training completion report and customised user guides in Portuguese	End of Phase 6
6	Fully operational production ERP system with formal go-live sign-off	End of Phase 8
7	Weekly implementation progress reports and monthly post-go-live support reports	Throughout project duration

10. Bidder Eligibility and Qualification Requirements

To be considered, bidders must demonstrate the following minimum qualifications. These will be verified during technical evaluation:

10.1 Mandatory Criteria (Pass/Fail)

- Legal registration as a company or entity, with valid registration certificate;
- Valid tax compliance certificate;
- Valid Social Security clearance certificate;
- Valid Judicial clearance certificate;
- Minimum of three (3) years of experience in ERP software supply and implementation;
- At least two (2) verifiable references of ERP implementations for NGOs, international development organisations, or similar entities in sub-Saharan Africa (reference letters or contacts required);
- Demonstrated experience in implementing Procurement-to-Pay and Financial Management modules;
- Named project team with relevant qualifications and experience (CVs to be attached).

10.2 Highly Desirable Criteria

- Prior experience working in Mozambique or in Portuguese-speaking African countries (PALOPs);
- System interface available in Portuguese;
- Prior experience implementing ERP systems for humanitarian action or emergency-response organisations;
- Demonstrated capability for remote support and implementation in areas with limited connectivity.

11. Proposal Submission Requirements

Proposals shall be submitted only by email, through the address indicated in this tender dossier. The submission shall contain two separate and clearly labelled files, one corresponding to the Technical Proposal and the other corresponding to the Financial Proposal. The two proposals must not be combined in a single document.

11.1 Technical Proposal

The Technical Proposal shall include the following:

1. Cover page with company name, contact information, and tender reference;
2. Company profile: background, legal status, years of experience, and areas of expertise;
3. Demonstrated experience: description of at least two (2) comparable ERP implementations, with client references;
4. Understanding of the assignment: summary of ADPP's needs as understood by the bidder;
5. Proposed solution: description of the software platform, modules offered, and how they meet the ToR requirements;
6. Implementation methodology and timeline (Gantt chart);
7. Training plan;
8. Support and maintenance plan;
9. Team composition with CVs for key personnel;
10. Technical compliance matrix (mapping each ToR requirement to the proposed solution);
11. Any exceptions or deviations from this ToR.

11.2 Financial Proposal

The Financial Proposal shall be submitted as a separate document and must be structured in a way that enables ADPP Mozambique to evaluate costs on both a per-module and a combined-package basis. This is to allow ADPP Mozambique the flexibility to select a subset of modules should budget constraints require a phased approach.

The Financial Proposal must include the following:

- A module-by-module cost breakdown, showing the price of each module independently (implementation fee, licence fee, and support fee per module);
- A combined/consolidated package price for all modules proposed, which should reflect any applicable discount for full-package adoption;
- Clearly indicated one-time implementation fees per module and for the full package;
- Monthly and/or annual software licence fees per module, specifying the number of users covered and the cost per additional user tier;
- Training costs — indicate whether included in implementation fee or separately priced per module;
- Post-go-live support fees (monthly or annual), per module and for full package;
- Data migration costs (if applicable);
- Storage costs and pricing structure for additional storage capacity;
- Any optional or add-on costs that may arise (e.g. custom reports, additional customisation, on-site support);
- All costs must be quoted in US Dollars (USD);
- A proposed payment schedule tied to implementation milestones;
- The financial proposal must clearly state what is and is not included in each price quoted.

ADPP Mozambique reserves the right to select all, some, or a phased combination of the proposed modules based on the financial proposal received. Bidders who do not provide a modular pricing breakdown will be at a disadvantage during evaluation.

12. Evaluation Criteria

Proposals will be evaluated using a two-stage process: Technical Evaluation (mandatory pass/fail eligibility, then scored), followed by Financial Evaluation. Only technically qualified proposals will proceed to financial evaluation.

Evaluation Criterion	Weight	Notes
Technical Compliance: system functionality and module coverage	30%	Extent to which proposed solution covers all required modules
Implementation Methodology and Timeline	15%	Feasibility, detail, and phasing of implementation plan
Organisational Experience and References	20%	Relevant comparable implementations in NGO/humanitarian sector
Team Qualifications and Capacity	10%	Qualifications and experience of proposed project team
Training and Capacity Building Plan	10%	Quality and comprehensiveness of proposed training approach
Support and Maintenance Plan	10%	Post-implementation support quality and SLA terms

Evaluation Criterion	Weight	Notes
Local Context / Portuguese Language	5%	Experience in Mozambique or PALOPs; Portuguese interface availability
TOTAL TECHNICAL	100%	Minimum qualifying score: 70%

Technically eligible bidders may be invited to present similar assignments already developed and implemented, including examples of ERP systems, configured modules, clients served, sectors of activity, results achieved, and verifiable evidence, without prejudice to the protection of third-party confidential information.

Only technically qualified proposals, with a minimum technical score of 70%, will proceed to financial evaluation. The award will be based on the combination of the technical score and the financial score, applying a weighting of 70% for the Technical Proposal and 30% for the Financial Proposal. ADPP Mozambique shall not be obliged to award the contract to the lowest-priced bidder. The final decision shall consider the best balance between technical quality, implementation capacity, compliance, support, system security, and proposed price.

13. ADPP Mozambique's Obligations

During the implementation period, ADPP Mozambique commits to:

- Appoint a dedicated internal Project Manager and focal team to coordinate and support the ERP implementation process;
- Provide timely access to relevant staff, departments, and operational sites for information gathering, process mapping, system validation, testing, and training activities;
- Provide relevant organisational documents, including policies, procedures, templates, approval workflows, reporting formats, and operational guidelines as required for system configuration and implementation;
- Provide the necessary internal infrastructure and operational support, including internet connectivity, devices, workspace access, and user coordination where applicable;
- Designate appropriate super-users and system administrators to participate in training and support long-term system ownership and administration;
- Review, provide feedback on, and approve deliverables within agreed timelines to avoid implementation delays;
- Facilitate internal coordination and communication with relevant departments throughout the implementation process;
- Make payments in accordance with the agreed contractual payment schedule and upon satisfactory completion of agreed deliverables.

14. Contractual Arrangements

- The initial contract period shall be a minimum of twelve (12) months from the date of contract signing, with the option to renew annually, subject to satisfactory performance and mutual agreement;
- Data generated through the ERP system remains the exclusive property of ADPP Mozambique at all times;
- ADPP Mozambique must have the ability to export all its data in a standard, readable format at any time and upon contract termination;
- The vendor may not transfer, assign, or sub-contract the agreement to a third party without written consent from ADPP Mozambique;
- Intellectual property rights for the ERP software platform shall remain with the vendor, while all ADPP Mozambique data, configurations, templates, workflows, and organisational records shall remain the property of ADPP Mozambique;
- The vendor shall maintain data backups accessible by ADPP Mozambique, with a minimum 7-year retention period;
- Force majeure and dispute resolution clauses shall be included in the contract;

- The vendor shall ensure compliance with applicable laws, regulations, and data protection requirements relevant to the Republic of Mozambique;
- The agreement shall be governed and interpreted in accordance with the laws of the Republic of Mozambique.

15. Submission Instructions

Deadline for Submission:	02/07/2026 at 23:59 CAT
Method of Submission:	Electronic submission, exclusively by email, to contabilidade@adpp-mozambique.org with the subject line: "Tender 018/ADPP/2026 ERP, [Company Name]".
Questions & Clarifications:	Requests for clarification must be sent exclusively to procurement.geral@adpp-mozambique.org . The deadline for submission of clarification requests is 30 June 2026, by 16:00 CAT. Responses to clarification requests will be shared by 16:00 CAT on 02 July 2026.
Language of Proposal:	English or Portuguese
Validity of Offer:	Proposals must remain valid for a minimum of 90 days from the submission deadline.
Submission Email:	contabilidade@adpp-mozambique.org

ADPP Mozambique reserves the right to accept or reject any proposal, to cancel the tender process, and to annul the tender at any time without incurring any liability to the bidders. ADPP Mozambique is not bound to accept the lowest or any particular proposal.

Maputo, 11 June 2026