TERMS OF REFERENCE (ToR)

Independent ERP Implementation Quality Assurance Consultant
Project: Microsoft Dynamics 365 Business Central Implementation
Client: Echo Network Africa Foundation (ENAF)
Assignment Period: 11th February 2026 – 11th March 2026

1. Background

Echo Network Africa is implementing Microsoft Dynamics 365 Business Central as its core Enterprise Resource Planning (ERP) system, migrating from SAGE 300. The implementation is being delivered by AU Innovation Ltd under a multi-module scope covering Financial management, Procurement and supply chain, HR & Payroll, Admin operations management, ICT Support/Helpdesk/ICT administration, Grants and Project management, Property management, Self-Service Portal, Monitoring & Evaluation, Reporting, System administration, business intelligence (Desktop version) and CEO dashboard among others .

Core modules are already deployed and in active use, while several modules remain under configuration or pending rollout. Given the scale, complexity, and organizational criticality of this ERP, ENAF seeks to engage an **Independent ERP Implementation Quality Assurance Consultant** to provide objective assurance to management and the Board that:

- The vendor's deliverables conform to the contracted scope and Functional Requirements.
- The system is implemented in line with good ERP practice and industry standards.
- Outstanding gaps, risks, and weaknesses are identified early and addressed before full stabilization.

This consultancy is an assurance and advisory role, not a replacement of the vendor or internal project team.

2. Objectives of the Assignment

The overall objective is to provide independent technical and functional assurance on the quality, completeness, and fitness-for-purpose of the ERP implementation during the stabilization and completion phase.

Specific objectives:

1. Verify that vendor deliverables align with the approved contract, project charter, and functional requirements.
2. Assess the readiness and quality of implemented and pending modules.
3. Provide confidence to ENAF management and Board that the system is being delivered as per contract.
4. Identify risks, gaps, and remedial actions required before full handover and stabilization.
5. Strengthen governance, controls, documentation, and acceptance of the Implemented solutions
6. Assess the functionality of the software as stipulated in the signed-off Functional requirements document (FRD)

3. Scope of Work

The Consultant shall review, assess, and advise across the following areas;

3.1 Review of Contractual and Project Documentation
- Review the Vendor ToR / Contract (Schedule A and related clauses).
- Review the Project Charter, Project Plan, and Functional Requirements Document (FRD).
- Review training plans, UAT scripts, sign-off documents, and Go-Live checklists.
- Assess completeness and quality of mandatory project documentation.

3.2 Module-Level Functional Assurance

Assess the status, completeness, and quality of the following modules:

Implemented / In Use:

- Procurement Module
- Loans Module (Partly)
- Leave System
-Appraisal
-Finance Module
-Self-service Portal

In Progress / Pending:

-Loans (final configuration)
- Payroll
- PM&E
- Admin Operations
- ICT / Helpdesk
- Property Management
- CEO Dashboard (As discussed 21ST Jan – 2026)

For each module, the Consultant shall:

- Verify alignment to contracted sub-modules and functionality.
- Review configuration against approved business processes.
- Assess data quality and migration integrity.
- Identify functional gaps, workarounds, and unresolved issues and set any required completion timelines.

3.3 Data Migration and Integration Review

- Review data migration approach and execution from SAGE and other legacy systems.
- Verify opening balances, master data, and transactional data integrity.
- Identify risks related to data consistency, duplication, or loss.

3.4 User Acceptance Testing (UAT) and Training Review

- Review UAT scripts, results, defects logs, and sign-offs.
- Assess whether acceptance criteria have been properly defined and met.
- Review training coverage, attendance, materials, and effectiveness.

- Assess user readiness and adoption risks.

3.5 Governance, Controls, and Security

- Review user roles, permissions, and segregation of duties.
- Assess adequacy of audit trails and system controls.
- Review backup, disaster recovery, and business continuity arrangements.
- Assess source code escrow and documentation compliance.

3.6 Issue Management and Risk Review

- Review the current issues register and vendor resolution performance.
- Assess unresolved critical and high-risk items.
- Identify systemic risks that may affect stabilization or sustainability.

3.7 Handover and Stabilization Readiness

- Assess readiness for final handover from vendor to ENA.
- Verify completeness of documentation, manuals, and system administration guides.
- Advise on post–go-live support adequacy and transition risks.

4. Key Deliverables

The Consultant shall produce the following deliverables:

1. **Inception Report (within 5 working days of start)**
   - Understanding of assignment
   - Methodology and workplan
   - Key focus areas and information required
2. **Module Assurance Matrix**
   - Status per module (Complete / Partially Complete / Not Complete)
   - Compliance to contract and FRD
   - Key gaps and risks
3. **Interim Findings Briefings**
   - Periodic briefings to ENA management on emerging risks and issues.

4. **Final Independent Assurance Report (by 6th March 2026)**

   The report shall include:
   - Executive summary
   - Assessment against contracted scope
   - Module-by-module findings
   - Data migration and integration assessment
   - Governance and controls assessment
   - Key risks and impact
   - Prioritized remediation recommendations
   - Overall assurance opinion on implementation quality and readiness.

5. **Management Presentation**
   - Presentation of findings and recommendations to ENA management and/or Board upon successful presentation of the Final Independent Assurance report to the Implementation Steering Committee.

5. Methodology

The Consultant is expected to apply a structured assurance methodology including:

- Document review and traceability analysis against contract and FRD.
- System walkthroughs and configuration reviews.
- Interviews with key users, project team, ICT, and vendor.
- Sampling and validation of data and transactions.
- Review of issues logs, UAT results, and training records.

The Consultant shall remain independent from both vendor and internal project team.

6. Duration and Level of Effort

- Assignment period: 11th February 2026 – 11th March 2026
- Expected effort: Part-time / intermittent on-site and off-site engagement, aligned to project milestones.

7. Reporting and Supervision

The Consultant shall report to:

- The President with initial progress reports to the Project steering committee
- With technical coordination through the resident consultant.

All formal reports shall be submitted to ENAF management.

8. Confidentiality and Independence

- The Consultant shall treat all ENAF data, documentations, and system access as strictly confidential.
- No information shall be disclosed to third parties without written authorization.
- The Consultant shall declare any actual or potential conflict of interest.

9. Required Qualifications and Experience

The Consultant should meet the following minimum requirements:

- At least 8–10 years' experience in ERP implementation and assurance.
- Proven experience with Microsoft Dynamics 365 Business Central or similar ERP systems.
- Demonstrated experience in independent QA, audit, or assurance roles on ERP projects.
- Strong knowledge of financial management module, procurement, HR/payroll, Property management, grants and project Management and Monitoring & Evaluation and all forms of the ERP System Reporting.
- Excellent analytical, documentation, and stakeholder communication skills.

10. Payment and Terms

- Payment terms shall be defined in a separate contract.
- Payments shall be linked to delivery of agreed milestones and acceptance of deliverables.

11. Acceptance of Deliverables

All deliverables shall be reviewed and formally accepted by Echo Network Africa Foundation management based on:

- Completeness and clarity.
- Alignment to scope and objectives.
- Practical usefulness of recommendations.

Approved By:

Dr. Jennifer Riria PhD, EBS, MBS, HRH/Goodwill Ambassador, ICON/HP
President/CEO
Echo Network Africa Foundation