

**COMMONWEALTH SECRETARIAT**

**MARLBOROUGH HOUSE, PALL MALL, LONDON SW1Y 5HX**

***IN STRICT COMMERCIAL CONFIDENCE***

**Expression of Interest (EoI) for the provision of a**

**Commonwealth ERP Implementation Project**

**September 2025**

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| --- | --- |
| **Secretariat Reference Number:** | **655-2025** |
| **Return Date:** | **12 Noon 29th September 2025** |
|  |  |
| **Estimated Contract Award:**  | **May 2026** |
|  |  |
| **e-procurement portal:**  | [**https://in-tendhost.co.uk/thecommonwealth/aspx/Home**](https://in-tendhost.co.uk/thecommonwealth/aspx/Home) |

**EXPRESSION OF INTEREST (EOI)**

The Commonwealth Secretariat (the “Secretariat”) seeks information on your capability and capacity to provide the services detailed below. Please provide your response to this request for expressions of interest in your preferred format. Your response is to be returned via the Commonwealth Secretariat’s e-procurement portal: <https://in-tendhost.co.uk/thecommonwealth/aspx/Home>.

**Please Note**: The supplier guidance document to **registering on the e-procurement portal** is available on the Commonwealth Secretariat’s [**tendering site**](https://tenders.thecommonwealth.org/aspx/BuyerProfiles) - and accessible to all pre-registration.

If you encounter any issues when registering on the Commonwealth Secretariat’s e-tendering portal, please contact Customer Support at: email: **Support@in-tend.co.uk** / please cc: **procurement@commonwealth.int**

Please advise if you are interested in bidding for this opportunity by submitting your formal response to this EOI, containing all the information requested under ‘Next Steps’ below.

If you are not interested in this opportunity, please provide reason(s) as this will be valuable feedback.

**PROCUREMENT TIMETABLE**

**EOI return date: 12 Noon (UK) 29 September 2025**

**Market Engagement (including demonstrations of systems): 1st October – 31st October 2025**

Following receipt of responses to the published EOI, the Secretariat shall decide which systems they would like to further understand through a 1-1.5 hour(s) demonstration. The Secretariat will then arrange such demonstrations with those suppliers taking part in the EOI. The demonstrations will be held remotely and during the market engagement period stated above.

We do not expect a clarification period on this EOI. It is expected that interested parties will submit their response without receiving any further information and any further clarifications will be handled through the market engagement process as needed by the Secretariat.

**This is an expression of interest only; the full details of the project and the desired outcomes will be provided in an Invitation to Tender.**

The Secretariat expects to publish an Open Tender procurement advert on their website https://thecommonwealth.org/procurement and through the In-Tend e-tendering portal in early **November 2025**. Any supplier interested in bidding in the Open tender process will need to respond to that advertisement by submitting a tender in line with published procedures.

**Estimated procurement start date:**  November 2025

**Estimated Contract start date:** May 2026

**Estimated Length of contract:** Three to five years initial contract term plus optional annual renewals up to a total max lifetime contract term of ten years

Please note the above timescales are indicative only. This timetable may be subject to change at short notice.

**BACKGROUND TO THE REQUIREMENT**

**Base location of services to be delivered:** Virtual, London, United Kingdom

**Commonwealth Secretariat overview:**

The Secretariat is an international organisation established by Agreed Memorandum, which is given privileges and immunities under the domestic law of the United Kingdom by the Commonwealth Secretariat Act 1966 (as amended by the International Organisations Act 2005). Under this legislation, the Secretariat is not subject to UK jurisdiction and enforcement. Further information on the Secretariat can be found at: <http://thecommonwealth.org/>

This status has an impact on some of the standard terms and conditions of contract (see [Terms and Conditions | Commonwealth](https://thecommonwealth.org/terms-and-conditions)). In particular, we draw your attention to our dispute resolution clause, which refers disputes to the exclusive jurisdiction of the Commonwealth Secretariat Arbitration Tribunal (CSAT). The 8 members of the Tribunal are selected by the Board of Governors and come from Commonwealth member countries. CSAT is located in London, United Kingdom. Information about CSAT, including its governing statute and procedure are available on its website at <http://thecommonwealth.org/tribunal>.

The Secretariat implements decisions agreed by 56 Heads of Government and Ministers through advocacy, consensus–building, information sharing, analysis, technical assistance, capacity-building, and advice on policy development.

**Purpose of this Expression of Interest**

The Commonwealth Secretariat seeks to hear from suppliers who are interested in providing a modern Enterprise Resource Planning (ERP) solution to support the Secretariat’s core corporate services.

Given the Secretariat’s operational complexity and global remit, the ERP system will play a critical role in unifying and modernising key functions such as Finance and Human Resources while integrating into existing functions like Payroll, Procurement, Project Management, and Travel & Expenses. This ERP implementation is a high-priority initiative that aligns with the Secretariat’s strategic objectives for digital transformation, integration, and operational efficiency.

The Secretariat is seeking a solution that provides a robust core system for Finance and HR, while allowing flexibility to integrate with specialist tools or modules for other functions, such as payroll or project portfolio management. The intended architecture is a hybrid ERP model – combining a central ERP platform with composable, API-connected modules where needed.

The proposed ERP solution should include but not be limited to the following capabilities:

* Core Financial Management: General ledger, accounts payable/receivable, budgeting, expense tracking, and financial reporting.

Human Resources Management: Employee records, leave and absence management, organisational structure, self-service functions, recruiting and performance management, full stack of HRM Services along with Learning portals and work spaces. Pay roll integration in to HR systems. Payroll Integration or Functionality: Either a built-in payroll module[[1]](#footnote-2) or seamless integration with third-party payroll providers such as our existing provider CINTRA.

* Procurement Process Integration or Functionality: Integration with the Secretariat’s existing e-tendering platform (In-Tend)[[2]](#footnote-3) and/or inclusion of a procure-to-pay module.
* Project and Programme Management Integration or Functionality: Either integration with the current project management tool (Verto 365) or a native ERP project module, supporting budget tracking and resource planning.
* Travel & Expense Tool Integration or Functionality: Ability to integrate to our existing travel and expense tool.
* Integration and Middleware: Support for open APIs, secure data exchange, and a scalable middleware or integration platform-as-a-service.
* User Access and Security: Role-based access controls, audit logs, data protection compliance (e.g. GDPR), and secure authentication.
* Phased Deployment and Change Management Support: Ability to implement modules in stages and support comprehensive training, user engagement, and change management throughout the rollout.
* The most important modules to be included are the Finance and HR functionalities mentioned above, other functionalities may be integrated to existing systems at least in the immediate or short term.

One of the first major outcomes of this project will be the replacement of the legacy Unit4 CODA finance system, which will become unsupported from September 2026. The ERP solution must be operational for Finance functions by mid-2026 at the latest to avoid operational disruption.

The second major outcome is the replacement of our current HR systems to one core component. Currently HR functionalities are fragmented between 3 key systems which are OpenHR for core HR, ClearReview for performance management and Networx for recruitment. We would like these amalgamated into one core HR module delivered within the ERP solution. The learning component as well as payroll also require integration in to the HR functionality.

Once the ERP core is implemented (Finance and HR functions), the third major outcome with be integrating existing systems into the core.

This Expression of Interest (EOI) seeks to identify capable and experienced suppliers who can provide a modular and composable **off-the-shelf ERP** solution that can accommodate our hybrid ERP architecture, and who are able to support a phased implementation.

Responses to this EOI will help the Secretariat better inform the final specification of requirements ahead of the formal Open tender process.

**Confidentiality requirements: Any information shared by those responding to this Expression of Interest will be held in confidence by the Secretariat and treated as commercially sensitive.**

## **Next Steps:**

Respond to this Expression of interest call including:

* Confirmation of your availability to engage in further discussions (as part of market engagement) during 1st-31st October including willingness to provide a demonstration of your system(s).
* A response should include estimated pricing of implementation licensing and post implementation support
* Estimated high-level implementation timeline
* Case studies for similar deployments in an international or public context (Please refer to annex for organisational profile and size)

The EOI response can be submitted in a format of your choosing.

**RIGHT TO CANCEL OR VARY THIS EOI**

The Secretariat reserves the right to: amend, clarify, or cancel any part of this EOI at any time.

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**Annex 1 High level specification**

# Annex 1

# Enterprise Resource Planning (ERP) High-Level Requirements Document

Purpose: Market engagement

## 1. Overview

We aim to procure a commercial off the shelf (COTS) ERP solution to centralise and streamline Finance and Human Resources (HR) operations. This document outlines mandatory and optional high level functional requirements for initial vendor engagement to inform business case development. The main objective is to obtain indicative pricing that can be used to confirm our assumptions and to further inform our specification of requirements ahead of Open Tender procurement process.

## 2. ERP Scope

|  |  |  |
| --- | --- | --- |
| **Category** | **Status** | **Notes** |
| Finance | Mandatory | High level requirements specification has been provided to determine the estimated cost |
| HR (Core + Recruiting + Performance) | Mandatory | High level requirements specification has been provided to determine the estimated cost |
| Payroll | Optional/Nice-to-have | Confirm existence and provide general cost if available |
| Portfolio/Project Management | Optional/Nice-to-have | Confirm existence and provide general cost if available |

## 3. High level Estimate Vendor Costing Request

* Core Finance and HR modules (mandatory)
* Implementation services
* Data migration
* Support and licensing
* Optional modules (quoted separately)
* Integration services
* Training and change management

## 4. Staffing

|  |  |
| --- | --- |
| **Staff Type** | **Count** |
| All Staff | 350 |
| Finance Dept Staff | 20 |
| Raise Pos | 100 |
| Financial Transaction Approvers (PO Approvers) | 30 |
| View Financial transactions and Reports | All Staff |
| HR Staff | 15 |
| HR Self Service | All Staff |

## 5. Mandatory Module Requirements

## A. Finance Module

Core Capabilities:

* Multi-entity accounting with up to 80 currencies
* Journal processing (bulk, reversing, recurring, cancelling)
* Budget upload and Budget v Actual reporting
* Workflow approvals per scheme of delegation
* FX rate uploads (monthly/weekly)

Key Features:

* Nominal codes with 6 sub-analysis levels
* Supplier/Customer management with approvals and audit trail
* Aged analysis and audit reports
* Email of POs, invoices, and statements
* Payment processing by due date or ad hoc
* Bank reconciliation and direct debit journal creation
* Intercompany transactions with auto-reconciliation
* Year-end processing and allocations
* PO management with budget approval and SharePoint attachments
* Invoice matching to PO

Reporting:

* Dashboards and ad hoc reports
* Trial Balance, Balance Sheet, VAT
* Aged analysis, Project Reports, Management Accounts
* Reporting in local and reporting currency

Fixed Assets:

* Manual and bulk uploads
* Depreciation runs, addition/disposal tracking
* Fixed asset reporting

System and Security:

* Role-based access, single sign-on
* Integration with Payroll, Travel/Expenses, and HR
* Audit logs and data integrity

## B. HR Module

Core HR:

* Full applicant and vacancy record tracking
* Personnel records including training, qualifications, skills, absence
* Historical tracking of post, contract, address, and bank details
* Post establishment and vacancy data

Recruiting:

* Vacancy and applicant management
* Interview tracking and shortlisting
* Candidate filtering and EDI reporting
* Internal and agency applications
* Probation and onboarding workflows

Performance Management:

* Workplan and personal development objectives
* 1-2-1 conversation logs, feedback, and surveys
* Annual appraisals and performance tracking

Workflows:

* Leave approvals, hiring, contract renewals, leaver checklists
* Bank/address changes with Payroll notification
* Declaration of interest and pension forms

Integrations:

* With Payroll, FCM Travel, and Moodle e-learning
* Post establishment and budget reporting
* Monthly benefit extracts

Documents:

* Automated mail merge for contracts, new starter forms, etc.

Learning Management

* Management of internal and external courses
* Course booking workflows
* Employee training records
* Employee Professional Qualifications
* Employee Skillsets

## 6. Optional Modules

A. Payroll:

* Payroll processing
* Integration with core HR and Finance
* Pay-slip generation and distribution via self service
* Upload nominal journal extracted from payroll system to be imported into finance system
* Create/amend/delete staff bank account details (manually and as bulk upload).
* Close off bank details for leavers (manually and as bulk upload).
* Operating same unique ID no. in payroll and finance system.
* Extract payroll related nominal reports.
* The Secretariat staff does not pay UK income tax thus the platform selected must be capable of submitting UK income tax as 0 but still submitting national insurance as normal

B. Project/Portfolio Management:

* Planning, Monitoring and reporting programmes and projects
* Budget and cost tracking per programme and per project
* Resource allocation and indicator/KPI monitoring
* Project status dashboards and reporting
* Integration with Finance and HR modules as required
1. The Secretariat is an International Organisation with specific internal tax needs. Specifically, HMRC RTI submissions not to include the internal tax figures and to ensure staff are not re-taxed when leaving the Secretariat. [↑](#footnote-ref-2)
2. Current contract ends 31 May 2026 [↑](#footnote-ref-3)