

TERMS OF REFERENCE
FOR
PROGRAM MANAGEMENT UNIT FOR ERP GREENFIELD
IMPLEMENTATION



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1 Data Sheet

Sl. No	Item	Description
1.	Organization	National Institute for Smart Government
2.	Mode of submission of bid	Softcopy
3.	Officer to whom bid shall be addressed	Bharath Mohan – 9702004505 Bharath.mohan@nisg.org
4.	Contact Details	Primary contact. Bharath Mohan – 9702004505 Bharath.mohan@nisg.org Secondary contact Murali Bomireddy – 99890 95111 Email id: murali.b@nisg.org
5.	Last date and time for submission	10 TH January 2026

2 Purpose of the Terms of Reference (ToR)

National Institute for Smart Government (NISG), Hyderabad, hereinafter called the "**NISG**", having agreed with one of its clients, hereinafter called "**Client**" for providing program management services for implementation of ERP (ORACLE), is seeking proposals from prospective and qualified agencies /individuals, hereinafter called "**Service Provider**", who can provide technical expertise as per requirement/ services requested in this ToR.

The Service Provider can source prospective resources from multiple agencies. However, payments for engaging the resources shall be made only to the Service Provider / individuals with whom NISG enters into an agreement. The Service Provider shall be responsible for the performance of the services rendered.

3 Scope of Work & Deliverable

NISG's client is based out of Kanpur and is planning to implement ERP – ORACLE. Service Provider shall produce deliverables as described in this ToR on a Time and Material basis set forth in the Contract. Work will be performed primarily from the service provider's own office and will need to travel as and when needed. The resource shall be reporting to the client on day-to-day activities and shall keep NISG informed (copy NISG) of all correspondences.

Program Management Unit responsibilities shall include, but not limited to

- Review of Project Plan prepared by SI.
- Review project progress stage wise, milestone wise and key deliverables wise.
- Validate all Technical /Functional solutions.
- Resolve Technical /Functional issues.
- Ensure SI adherence to agreed design & solutions.

Resources requirement – Experience, Credentials, Job description.

NISG is setting up a project management unit to support client in implementation of ERP. This is a green field implementation. As part of the PMU the following profiles are required.

1. Senior Project manager
2. Resource 1: Senior functional consultant – production / operations
3. Resource 2: functional consultant – finance/ costing /budgeting
4. Resource 3: DC/DR consultant.

Resource - 1: Senior Project Manager

Experience & credentials	<p>More than 15 years of experience.</p> <p>Implementation experience of 3 ERP projects atleast two in Oracle</p> <p>Atleast one ERP project in manufacturing or related industry.</p> <p>Atleast one project experience in Oracle EBS</p> <p>Functional knowledge of business processes.</p> <p>Knowledge of Project management – includes project documentation, project planning, risk management, responsibility matrix, change management, change request management, issue management, quality management and relevant Tools, Methodologies related to Project management, Project Planning etc.</p>
Responsibility	<p>Tracking of the project plan approved.</p> <p>All project management aspects of scope, risk, change management, change request management, issue management,</p>
Job description	<ol style="list-style-type: none"> Track the project progress and review the project plan agreed with the System Integrator. Track and review the deliverables submitted by the System Integrator. Facilitate conduct of Training and awareness programs by System Integrator, for management and Core team and end users of client. Review all project management and Change Management actions, including trainings, carried out by System Integrator across client. Ensure that the System Integrator uses the appropriate design and methodology as per current industry best practices. Ensure that the System Integrator delivers project as per the contract and solution as per the agreed design. Review the deliverables of System Integrator for ensuring consistency, quality, and technical accuracy. Provide assistance during implementation phase to manage the scope, change control requests and other project issues.
Deliverables	<ol style="list-style-type: none"> Complete reporting on project vis-a-vis the plan including project management related aspects - Monthly report, covering progress, delays if any, anticipated risks & mitigation. Analysis of issues and recommendation, as and when required. Track and generate necessary reports on project progress and areas relevant to project management.

Resource -2: Senior functional consultant – Production / Operations

Experience	<p>More than 15 years of experience.</p> <p>Implementation experience of 3 ERP projects atleast two in Oracle</p> <p>Atleast one ERP project in manufacturing or related industry.</p> <p>Atleast one project experience in Oracle EBS</p> <p>Hands on knowledge of Production and operations modules of Oracle.</p> <p>Functional knowledge of business processes in production, production planning, materials management, quality, plant maintenance.</p>
Responsibility	<ul style="list-style-type: none"> ▪ Review of Project Plan prepared by SI. ▪ Review project progress stage wise, milestone wise and key deliverables wise. ▪ Validate all Technical /Functional solutions. ▪ Resolve Technical /Functional issues. ▪ Ensure SI adherence to agreed design & solutions
Job description	<ol style="list-style-type: none"> a. Validate and asses all the deliverables submitted by SI during the various phases of the project. b. Facilitate resolution of issues in design and processes relating to ERP implementation- including configuration, testing and other implementation tasks. c. Assist Client in finalising methodology for conduct of all User Acceptance Test (UAT). d. Track the project progress and review the project plan agreed with the System Integrator. e. Track and review the deliverables submitted by the System Integrator. f. Facilitate conduct of Training and awareness programs by System Integrator, for management and Core team and end users of Client. g. Review all project management and Change Management actions, including trainings, carried out by System Integrator across client. h. Ensure that the System Integrator uses the appropriate design and methodology as per current industry best practices. i. Ensure that the System Integrator delivers project as per the contract and solution as per the agreed design. j. Review the deliverables of System Integrator for ensuring consistency, quality, and technical accuracy. k. Provide independent assessment of key recommendations of System Integrator, primarily for soundness and suitability of Business Process Redesign l. Provide assistance during implementation phase to manage the scope, change control requests and other project issues.
Deliverables	<ol style="list-style-type: none"> i. Monthly report, covering progress, delays if any, anticipated risks & mitigation. ii. Analysis of issues and recommendation, as and when required. iii. Track and generate necessary reports on project progress and areas relevant to project management.

Resource -3: Functional consultant – Finance, accounts, Costing, budgeting.

Experience	<p>More than 15 years of experience.</p> <p>Implementation experience of 3 ERP projects atleast two in Oracle</p> <p>Atleast one ERP project in manufacturing or related industry.</p> <p>Atleast one project experience in Oracle EBS</p> <p>Functional knowledge of business processes in accounting, budgeting, costing, preparation of trial balance, books closing etc.</p> <p>Knowledge of best practices.</p>
Responsibility	<ul style="list-style-type: none"> ▪ Review of Project Plan prepared by SI. ▪ Review project progress stage wise, milestone wise and key deliverables wise. ▪ Validate all Technical /Functional solutions. ▪ Resolve Technical /Functional issues. <p>a. Ensure SI adherence to agreed design & solutions</p>
Job description	<ol style="list-style-type: none"> a. Validate and asses all the deliverables submitted by SI during the various phases of the project. b. Facilitate resolution of issues in design and processes relating to ERP implementation- including configuration, testing and other implementation tasks. c. Assist Client in finalising methodology for conduct of all User Acceptance Test (UAT). d. Track the project progress and review the project plan agreed with the System Integrator. e. Track and review the deliverables submitted by the System Integrator. f. Facilitate conduct of Training and awareness programs by System Integrator, for management and Core team and end users of client. g. Review all project management and Change Management actions, including trainings, carried out by System Integrator across client. h. Ensure that the System Integrator uses the appropriate design and methodology as per current industry best practices. i. Ensure that the System Integrator delivers project as per the contract and solution as per the agreed design. j. Review the deliverables of System Integrator for ensuring consistency, quality, and technical accuracy. k. Provide independent assessment of key recommendations of System Integrator, primarily for soundness and suitability of Business Process Redesign l. Provide assistance during implementation phase to manage the scope, change control requests and other project issues.
Deliverables	<ol style="list-style-type: none"> i. Monthly report, covering progress, delays if any, anticipated risks & mitigation. ii. Analysis of issues and recommendation, as and when required. iii. Track and generate necessary reports on project progress and areas relevant to project management.

Resource – 4: Senior consultant – DC/DR

Experience & credentials	<p>More than 15 years of experience. Experience of at least two DC/DR projects.</p> <p>Experience and knowledge in</p> <ul style="list-style-type: none"> • IT components which include storage, network, security, computing. • Defining business continuity requirement of DC/DR like RPO /RTO. • Non-IT components in DC/DR which includes - Racks, Remote Sensing components for monitoring the environment of Data center and Disaster Recovery, network bandwidth requirements, power planning for DC/DR.
Job description	<ul style="list-style-type: none"> • Review the sizing document prepared by SI (ERP) • Prepare the draft contract of DC/DR • Review of Project Plan prepared by SI (DC/DR) • Review project progress stage wise, milestone wise and key deliverables wise. • Validate all Technical /Functional solutions. • Resolve Technical /Functional issues. • Ensure SI adherence to agreed design & solutions. • Track the project progress and review the project plan agreed with the SI (DC/DR). • Track and review the deliverables submitted by the SI (DC/DR). • Facilitate resolution of issues in design and processes relating to DC/DR commissioning. • Review all project management carried out by SI (DC/DR). • Ensure that the SI (DC/DR) delivers project as per the contract and solution as per the agreed design. • Review the deliverables of SI(DC/DR) for ensuring consistency, quality, and technical accuracy. • Provide independent assessment of key recommendations of SI (DC/DR), primarily for soundness and suitability of Business Process Redesign. • Provide assistance during commissioning phase to manage the scope, change control requests and other project issues.
Deliverables	<p>Deliverables:</p> <ul style="list-style-type: none"> • Monthly report, covering progress, delays if any, anticipated risks & mitigation. • Analysis of issues and recommendation, as and when required. • Draft contract for SI (DC/DR)

4 Duration of Engagement

Tenure of the roles from the date of issue of purchase order.

Activity / Deliverable	Duration
Senior Project Manager	24 months
Senior consultant - production & operations	18 months
Consultant – Finance & Accounts	24 months
DC/DR consultant	6 months

5 Deployment of Resources

NISG desires to engage a Service Provider having highly competent and experienced Oracle professionals who shall provide the services as requested in the above scope of work. The engagement/ program will be driven by NISG and the deployed resources will report to the client's nodal officer/ official nominated by client/ designated Manager of NISG. The resources need to work 100% on an onsite model.

The service provider shall clearly state the expertise in the resumes' of the professionals proposed, as mentioned in Annexure 2.

This Terms of Reference has, therefore, been prepared to seek the services from the larger market pool so as to secure the most suitable set of professionals for these highly challenging jobs.

6 Terms of Engagement

6.1 Response to this ToR:

The Service Provider must respond to this ToR by submitting the signed, sealed and scanned Form I (on company's letter head) along with duly filled, signed and sealed Annexure I & II through email on or before date and time mentioned in the data sheet. The responses shall be mailed to contacts mentioned in the data sheet. Complete responses, as required in this TOR, received within the above mentioned date and time, to the above mail-id, shall only be considered for evaluation. Interested Service Provider may provide a minimum of 2 and maximum of 4 prospective candidate profiles for the engagement.

Form I is the covering letter to be signed by the authorized person from the Service Provider.

Annexure 1 shall be filled up with the names of the resources and the total commercials for the project. The commercials shall include all charges GST. Annexure 1 to be provided in a separate pdf file with password. Password will be requested from all the bidders who have technically qualified.

6.2 Selection of candidates:

The selection of the service provider would be as per the following procedure:

- a) The service provider shall propose the prospective candidates.
- b) The proposed candidates' resumes shall be reviewed by an internal committee for suitability. The candidates who meet the requirements specified in section 3 shall be called for an interview
- c) The candidates shall be evaluated based on their past relevant experiences, knowledge in their respective domains and their performance in the interview. The candidates shall be awarded a score on a scale of 100. Only those candidates whose score crosses 75 shall be shortlisted for the next stage.
- d) The commercial quotes of only shortlisted candidates shall be considered.
- e) The final selection will be based on the least commercial quote of the shortlisted candidate.

6.3 Work Order:

A work order would be issued to the selected service provider.

6.4 Resource deployment on site:

The selected candidates need to be deployed within 2-4 weeks.

6.5 Terms and Conditions

- a. **Standard of Performance:** The service provider shall perform the Services and carry out their duties with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices. The service provider standards of performance and conduct shall be guided by the Client's requirements, defined Performance Standards and Code of Conduct.

- b. **Line of Authority:** The resources of the service provider will report to the Client's nodal officer/ official indicated by client/ designated manager of the NISG, who will set the work priorities, the expected outcomes and the timelines. NISG will make payments to the Service Provider subject to the receipt of approval from the client. NISG may seek feedback from the client about the performance of the service provider, if required.
- c. **Misconduct:** If "NISG" finds that any of the resources of the service provider has committed serious misconduct or has been charged with having committed a criminal action, or has reasonable cause to be dissatisfied with the performance of any of the resources, then the Service Provider shall, at the NISG's written request specifying the grounds thereof, within 10 working days, provide a suitable replacement candidate having qualifications and experience acceptable to the NISG.
- d. **Status Reporting:** The resources may be directed to give a periodic status report by the client. The service provider will not be required to give similar reports to NISG, except when they are requested to do so to assess the status of the engagement and to strengthen the relationship with NISG.
- e. **Insurance:** The service provider must make suitable arrangements for all the insurance needs of the service provider. NISG will not bear any liability whatsoever for the service provider, under any circumstances.

6.6 Replacement:

Except as "NISG" may otherwise agree, no resource selected for this engagement shall be changed, or replaced. If, for any reason beyond the reasonable control of the Service Provider, such as resignation, retirement, death, medical incapacity, disability among others, it becomes necessary to replace any of the resource, the Service Provider shall, within 5 working days, provide a suitable replacement candidate with equivalent or better qualifications. Any of the resources provided as a replacement above shall be subject to prior written approval by the "NISG". Also, the Service Provider shall bear all additional travel and other costs arising out of or incidental to any removal and/or replacement.

6.7 Confidentiality and Conflict of Interest:

The resources deployed at the NISG/Clients premises shall hold the "NISG's/Client's" interests paramount, without any consideration for future work, and strictly avoid conflict of interest with other assignments or their own corporate interests. If during the period of this

contract, a conflict of interest arises for any reasons, the service provider shall promptly disclose the same to the NISG and seek their instructions.

6.8 Other terms:

- a)** The service provider must agree and abide by the rules and regulations applicable to consultants of NISG.
- b)** Any other out of pocket expenditure such as travel incurred for the engagement will be completely arranged for, by NISG. All boarding passes shall be submitted to NISG immediately upon completion of the travel.
- c)** The resources must be open to travel as required.
- d)** The resources should be available on email/phone for any ad-hoc support and contact.
- e)** The resources will also abide by all other guidelines/rules/regulations/instructions necessary/as applicable by/for NISG.
- f)** The documents and artifacts generated from this work/ assignment will be the sole property of client and should not be disclosed to any other entity without prior approval of the client. The service provider may be required to sign a Non-Disclosure Agreement in this regard, if required.

FORM I

(To be submitted on Service Provider's Letter head)

Place:

Date:

To

CEO
National Institute For Smart Government
New Delhi

Sir

Sub: Submission of response to the ToR for providing SAP consulting services – reg.

Having examined the Terms of Reference (ToR), we the undersigned, express our willingness, and hereby offer to provide the consultancy services mentioned in the terms of reference. We state that we shall abide by the provisions of the ToR.

Signature:

Name:

Designation:

Company Seal

Annexure 1

S.No.	Name of the Resources proposed	All inclusive price quote for the engagement

(Add more rows, as may be needed)

Signature:

Name:

Designation:

Company Seal

ANNEXURE 2

Please attach the resume' of all the proposed key resources.