



REQUEST FOR PROPOSAL (RFP)
DOCUMENT
FOR
APPOINTMENT
OF
ERP CONSULTANT

BHARAT HEAVY ELECTRICALS LIMITED
PROJECT ENGINEERING MANAGEMENT
NOIDA, U.P. (INDIA)

13th January, 2012

RFP No: PE-LPE/27



BHARAT HEAVY ELECTRICALS LTD.

**(A Government of India Undertaking)
Project Engineering Management
Plot no. 25, Sector 16A
Noida -201301 (U. P.)
India**

**RFP No: PE-LPE/27
Date: 13th January 2012**

Dear Sir/Madam,

Sub: Request for Proposal (RFP) for providing ERP consultancy services

BHEL proposes to implement ERP solution across the company. In this regard, BHEL proposes to engage services of a consultant for appraisal of BHEL's business systems & awarding of ERP product and Implementation contract for an ERP solution for BHEL's business processes.

Sealed bids addressed to Shri P K Gupta, AGM (CMM-MM)/ Upendra Chaudhary, Sr. Engr (CMM) , PEM, BHEL Plot No. 25, Sec-16A, Noida (U.P.) India are invited as per the terms and conditions of the enclosed RFP on or before **14/02/2012, 2.00 PM**. Authorized Signatory should authenticate all pages of the bid through signature and stamp.

Bidders are welcome to discuss any clarification required. All queries / clarifications from the bidders shall be given in the specified as per **Pre bid query format (Annexure – A)** only to BHEL on or before **24/01/2012**. For any clarifications, please contact Shri P. K. Gupta (+91-120-4368626, pkgupta@bhhelpem.co.in) or Shri Upendra Chaudhary (+91-120-4213561, upendrachaudhary@bhhelpem.co.in).

Bids (techno-commercial) shall be opened on **14/02/2012, 3.00 PM** in the presence of participating bidders or their authorized representatives, who may wish to be present. Representatives, limited to a maximum of two, deputed to witness bid opening must produce an authority letter from the signatory of offer at the time of bid opening.

The bidders are expected to examine all instructions, formats, terms, specifications, conditions and all other information in the bidding documents. Failure to furnish all information asked for or to submit a bid not substantially responsive to the bidding documents may result in rejection of the bid as decided by the BHEL. BHEL's decision shall be final and binding.

Any corrigendum / notification issued by BHEL, subsequent to release of RFP, shall only be available / hosted at www.bhel.com & www.bhhelpem.com. Hence all bidders are expected to keep visiting www.bhel.com & www.bhhelpem.com for any corrigendum / notification in their own interest.

Thanking you,
Yours faithfully,
For and on behalf of BHEL
P. K. Gupta, AGM (CMM-MM)



Background and Major Business Profile of BHEL.....	5
Product Profile	6
Systems & Services	7
BHEL Units/ Divisions Location Details	8
Information Technology in BHEL	9
Life Cycle of a typical project in BHEL	10
BHEL Typical Contracts	18
Need for ERP across BHEL	19
Terms and Definitions.....	20
Milestones, Deliverables and Delivery Timelines.....	22
Scope of Work	24
Qualification Criteria (QC).....	33
Phase wise rollout plan	35
BHEL Locations to be visited for As-Is process vetting.....	36
Instructions to Bidders	37
A. General Instructions.....	37
B. Bidding Cost & Language of Bid.....	37
C. Bid Document	37
D. Bid Clarifications / Amendments	38
Terms and Conditions	39
A. General	39
B. Price Bid Validity.....	39
C. Acceptance / Rejection of Bids	39
D. Deviations.....	39
E. Integrity Pact (IP).....	39
F. Fee and Charges.....	40
G. Taxes and Duties	40
H. Terms of Payment.....	40
I. Interest Liability	41
J. Earnest Money Deposit (EMD)	41



K. Security Deposit	41
L. Information Security Management System (ISMS).....	42
M. Confidentiality of Information	42
N. Penalty for Delayed delivery	42
O. Arbitration and Jurisdiction.....	42
P. Subcontracting.....	42
Q. Risk Purchase.....	42
R. Adjustment of Recovery	42
S. Force Majeure.....	42
T. Commencement, Completion, Modification, Termination and Suspension	43
U. Notice of Change.....	43
V. Negligence.....	43
W. Reverse Auction	44
Suggestive List of KPIs	45
Pre-bid Query Format.....	46
Curriculum Vitae (CV-1)	47
Curriculum Vitae (CV-2)	48
Financial Statement Details.....	49
Details of ERP Consultancy Projects (PO values).....	50
Details of ERP Consultancy Projects (Indian PSU / Government).....	51
Details of ERP Consultancy Projects (Manufacturing).....	52
Details of ERP Consultancy Projects (Functionalities).....	53
Details of ERP Consultancy Projects (Scope of Work)	54
Details of ERP Consultancy Strength	55
No Deviation Certificate.....	57
Checklist of Documents.....	58
Third Party Non-Disclosure Agreement.....	59

Background and business Profile of BHEL



Annexure-1

Background and Major Business Profile of BHEL

We are an integrated power plant equipment manufacturer and one of the largest engineering and manufacturing companies in India in terms of turnover. We were established in 1964, ushering in the indigenous Heavy Electrical Equipment industry in India - a dream that has been more than realized with a well-recognized track record of performance. The company has been earning profits continuously since 1971-72 and paying dividends since 1976-77.

We are engaged in the design, engineering, manufacture, construction, testing, commissioning and servicing of a wide range of products and services for the core sectors of the economy, viz. Power, Transmission, Industry, Transportation, Renewable Energy, Oil & Gas and Defence. We have 15 manufacturing divisions, two repair units, four regional offices, eight service centres and 15 regional centres and currently operate at more than 150 project sites across India and abroad. We place strong emphasis on innovation and creative development of new technologies. Our research and development (R&D) efforts are aimed not only at improving the performance and efficiency of our existing products, but also at using state-of-the-art technologies and processes to develop new products. This enables us to have a strong customer orientation, to be sensitive to their needs and respond quickly to the changes in the market.

The high level of quality & reliability of our products is due to adherence to international standards by acquiring and adapting some of the best technologies from leading companies in the world including General Electric Company, Alstom SA, Siemens AG and Mitsubishi Heavy Industries Ltd., together with technologies developed in our own R&D centres.

Most of our manufacturing units and other entities have been accredited to Quality Management Systems (ISO 9001:2008), Environmental Management Systems (ISO 14001:2004) and Occupational Health & Safety Management Systems (OHSAS 18001:2007).

We have a share of 62% in India's total installed generating capacity contributing 72% (approx.) to the total power generated from utility sets (excluding non-conventional capacity) as of March 31, 2011.

We have been exporting our power and industry segment products and services for approximately 40 years. We have exported our products and services to more than 70 countries. We had cumulatively installed capacity of over 8,500 MW outside of India in 21 countries, including Malaysia, Iraq, the UAE, Egypt and New Zealand. Our physical exports range from turnkey projects to after sales services.

We work with a vision of becoming a world-class engineering enterprise, committed to enhancing stakeholder value.

Our greatest strength is our highly skilled and committed workforce of 46,748 employees. Every employee is given an equal opportunity to develop himself and grow in his career. Continuous training and retraining, career planning, a positive work culture and participative style of management - all these have engendered development of a committed and motivated workforce setting new benchmarks in terms of productivity, quality and responsiveness.

Further details including Annual Reports can be accessed at BHEL website www.bhel.com.

Background and business Profile of BHEL



Annexure-1

Product Profile

Power	Industry	Transmission	Transportation
Air Preheaters	Capacitors	Bushings	Electric Rolling Stock
Boilers	Ceralin	Capacitors	Electrics for Rolling Stock
Control Relay Panels	Compressors	Control Relay Panels	Electrics for Urban Transportation System
Electrostatic Precipitators	Desalination Plants	Transformers	R&D Products
Fabric Filters	Diesel Generating Sets	Control Shunt Reactor	Fuel Cells
Fans	Industrial Motors & Alternators	HVDC Transmission System	Surface Coatings
Gas Turbines	Gas Turbines	Insulators	Automated storage & Retrievals
Hydro Power Plant	Oil Field Equipment	Switchgears	Load Sensors
Piping Systems	Solar Photovoltaics	Power Semiconductor Devices	Transparent Conducting Oxide
Pulverizers	Power Semiconductor Devices	Power System Studies	Non-Conventional Energy Source
Pumps	Seamless Steel Tubes	Power Transformer	Mini/Micro Hydro Sets
Seamless Steel Tubes	Soot blowers		Solar Lanterns
Soot blowers	Steel Castings & Forgings		Solar Photo voltaics
Steam Generators	Steam Generators		Solar Water Heating Systems
Steam Turbines	Steam Turbines		Wind Electric Generators
Turbo generators	Turbo generators		
Valves	Valves		
FGD	Steel Chimney		
Gates and Dampers	Gates and Dampers		
Desalination Plants	Desalination Plants		
Steel Chimney			
LTC (Load Tap changer)			

Background and business Profile of BHEL



Annexure-1

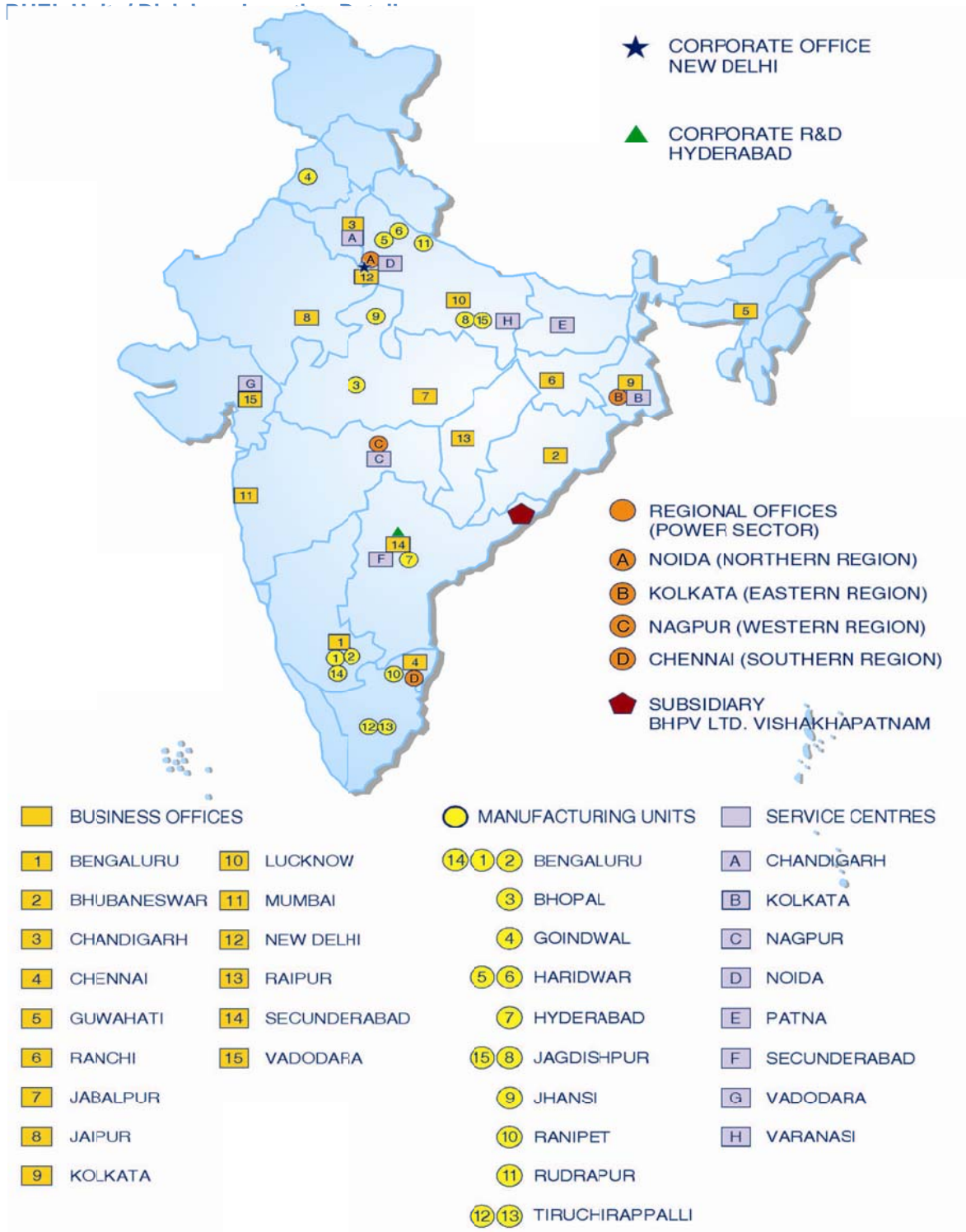
Systems & Services

Power Generation Systems	Transmission Systems	Transportation Systems	Industrial Systems
Turnkey power stations.	Sub-stations switchyards.	Traction systems.	Industrial drives and control systems.
Combined-cycle power plants.	HVDC transmission systems	Urban transportation systems.	Erection commissioning services.
Cogeneration systems.	Shunt and series compensation systems.	Erection commissioning services.	Spares management.
Modernization and rehabilitation of power stations.	Power system studies.	Consultancy services.	Consultancy services.
Erection commissioning services.	Erection commissioning services.		
Spares management.	Consultancy services.		
Consultancy services.			
Renovation, Modernization & Upgradation (R,M&U)			
Residual Life Assessment (RLA)			
Engineering Procurement & Construction (EPC)			
Service After Sales (SAS)			

Background and business Profile of BHEL



Annexure-1



Background and business Profile of BHEL



Annexure-1

Information Technology in BHEL

In BHEL, Information Technology has deeply penetrated all the functional areas and it is suitably deployed in various facets of company's operations. The company has substantially introduced IT in its Engineering, Manufacturing, and Materials Management & Production functions. IT initiatives have been taken up so as to meet the emerging demands of the business challenges of the New Economy.

Infrastructure

All Units and Divisions have their own computing resources as per their perceived needs. Local connectivity of different departments and groups have been achieved through state of the art LAN technologies (Giga Bit Ethernet/ Fiber optics). BHEL has established its Corporate Level Wide Area Network on MPLS based technology linking Manufacturing Units, Service Divisions, Project Sites and offices. This has enabled exchange of information across the Units / Divisions in a secured way. This network MPLS interconnects all locations of BHEL across the country on OFC/RF Links/VSATs.

Business Applications & Other software used

Integrated end to end Business Applications, largely rendered in web, have been developed and used at various manufacturing units within various processes from receipt of work order to dispatch of equipment.

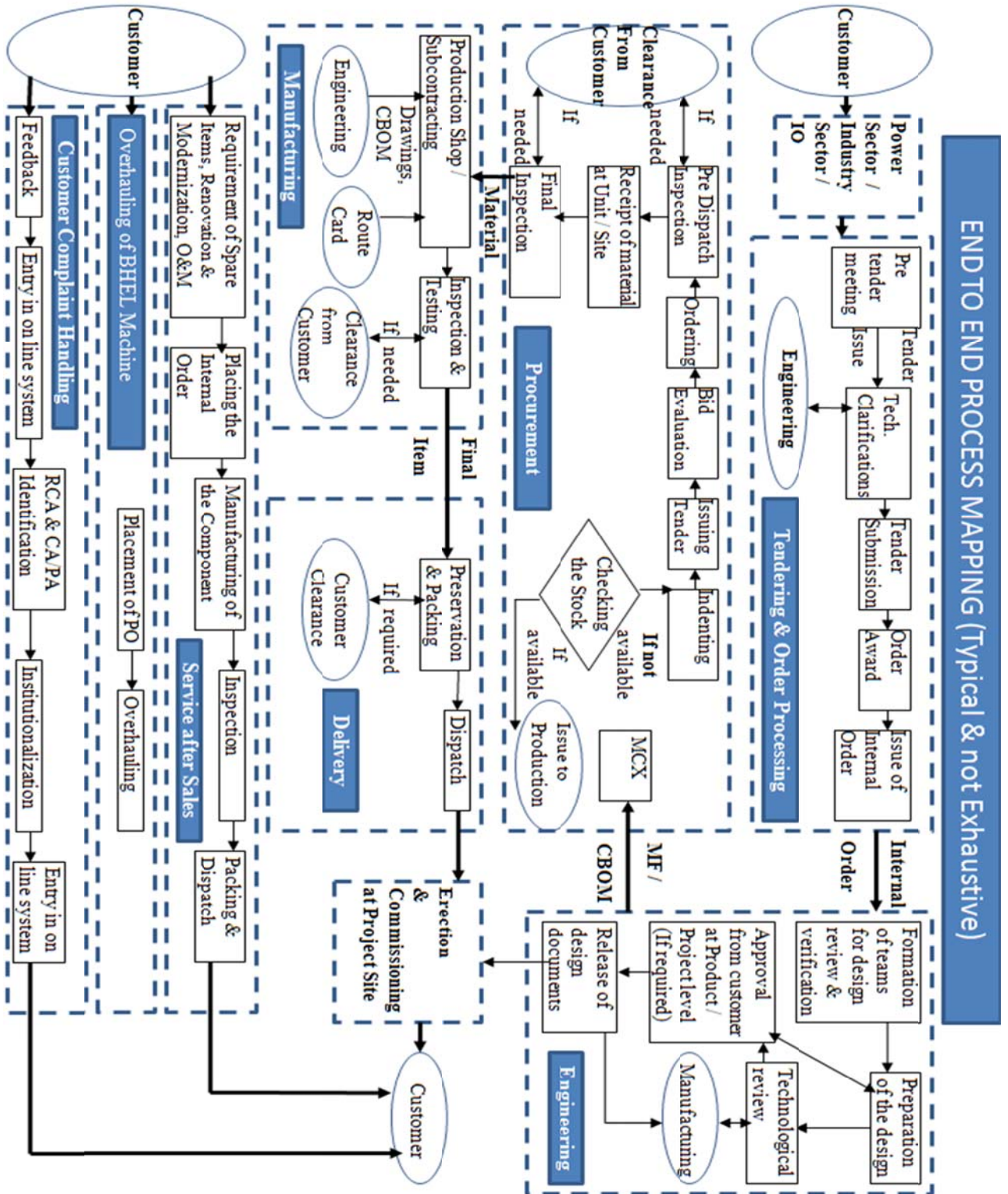
A number of Web based applications are being developed and implemented in various functions across various Units/Regions/Business Sectors for their local operations. Some Corporate wide web applications have also been developed over a period of time, mostly. Oracle has been standardized as RDBMS technology in BHEL & J2EE is the favored technology for application development.

All engineering centers are well equipped with engineering workstations using advance Engineering Software for Designing, Modeling, Analysis and Drafting etc. Electronic Depositories, with appropriate work flow & change control, have been implemented particularly for Engineering Documents at major units.

Information Systems and ERP in BHEL

Currently, major Manufacturing Units of BHEL have implemented Information Systems (either based on SAP ERP or developed in-house) to meet their Unit specific business requirements while Business Sectors and other Manufacturing Units/ Divisions and Regions have moderate level of computerization in place.

BHEL has implemented SAP for its unit level operations at Trichy, Hyderabad, EDN Bangalore, and EPD Bangalore. Also SAP-HCM module is currently under implementation in BHEL at Corporate Level.



Life Cycle of a typical project in BHEL

Background and business Profile of BHEL



Annexure-1

Tendering & Order Processing – Customer and Corporate Marketing

Tendering is collaborative exercise between Corporate Sales outfits, Unit sales & engineering divisions.

Pretender Meeting – Pretender discussions are held with the customer to understand the customer's requirement.

Tender Issue – The tender is issued by the customer.

Technical Clarifications by unit engineering – Technical Clarifications, if required, are taken by Unit engineering and preliminary designs are worked out to estimate the material and labour requirements.

Tender Submission – Offers received from different units are consolidated at corporate level and bid is submitted as per the customer requirements.

Order Award – Further process starts in case the Order is awarded to BHEL else data is used for market analysis.

Issue of internal Order to units – On award of a contract to BHEL, the corporate marketing issues Internal Order to respective units. Unit commercials issues work order based on the Internal Order for respective products.

Unit Engineering

At unit level Design & Engineering groups are organized on product line.

Identification of teams for design review & verification – At Unit engineering, internal teams are formed for design review and verification.

Preparation of the design – Detailed design is worked out by the Unit Engineering and engineering documentation including drawings, BOM etc are prepared. In BHEL Group technology is used where in a large product such as Steam Turbine is broken in several sub-products (Groups) each having their modular documents. Complete product is assembled using these modular sub-products/ Groups.

Technological review by technology groups – There are technology groups at Unit level. These groups do the technological review of the drawings and BOM.

Approval from customer (If required) – Some design documents need approval from customer, in case required.

Release of design documents to Manufacturing – After finalisation and approval of the design documents by engineering, these are released for manufacturing.

Material Forcast (MF)/ manufacturing drawings & Bill of Materials (BOM) – Bill of Materials (BOM) are released for material procurement and subsequent issue of material to manufacturing shops. MF is used for material Procurement wherever Design is still to be finalized.

Issue of Quality plan and customer drawings – Along with the release of drawings to manufacturing, the customer drawings are also issued. Quality plan is issued by Quality Assurance in consultation with design department as per Customer requirement. It includes erection & commissioning drawings.

Background and business Profile of BHEL



Annexure-1

Issue of repair and OM manuals – The repair manuals and OM manuals are also prepared by Unit engineering.

Material Procurement

Material procurement is done by unit MCX groups. The existing material stock is checked for availability and issue of material. If material is available, it is issued to Production. If not, indenting of required material quantity is done by engineering.

Purchase

The purchase of material is done as per purchase policy of BHEL. The main steps involved are:

Issuing Tender – The purchase department issues tender for material purchase.

Bid evaluation – The bids from registered vendors are obtained and evaluated for the purchase.

Ordering – The required quantities of material are ordered thru L1 vendor.

Pre dispatch Inspection – The material is inspected either at vendor's premise or at BHEL location before dispatch of the requisite material.

Receipt of Material – Material is received at BHEL.

Clearance from Customer If needed – If required, the clearance is obtained from customer for the inspected material.

Final Inspection, financial accounting and receipt in stores – The material is finally inspected, its accounting done in finance and the same is received in unit material stores.

Payment to supplier by finance – The payment for the supplied material is made by the Unit finance to the supplier.

Issue of material is done by stores for production on clearance from Material Planning & Inventory Control (MPIC).

Manufacturing

The material received against indents is received and stored in the central plant stores. The material is issued for Production against stores issue vouchers accepted by MCX– The production takes place based on the design documents, drawings, BOM and route card.

Certain production processes also involve partial processing in contractor works outside the factory. The part processes items are issued to contractor and brought back to production shop for further processing.

Stage Inspection & Customer Clearance - If required, the stage inspection is done and customer clearance is taken at agreed stages.

Testing – Testing of components and sub assemblies is done during various stages.

Storage of subassemblies and components – The components and sub assemblies are stored at the block gantry/ Storage area. They are taken to assembly area at the time of final assembly.

Background and business Profile of BHEL



Annexure-1

Assembly – The final assembly is done by manufacturing after all components and subassemblies are available for that product.

Final Testing – Final testing of the assembled product is done as per the test plan.

Dispatch Clearance from Customer - The dispatch clearance is taken from the customer, if required.

Preservation & Packing – The material to be dispatched is preserved and packed.

Invoicing and Dispatch – For all the dispatches, invoicing is done and the material is actually dispatched.

Delivery to site – The material is delivered to site through approved transporter.

Cash collection from customer – The cash collection is done from the customer by the commercial and other corporate entities.

Sub-contracting

OS yearly tonnage plan is being finalized based on PGMA responsibility.

Yearly Rate contract is finalized and Rate schedules are maintained based on type of operations. For every rate schedule, source list is maintained.

Each demand identified for sub-contracting gets converted to Purchase Requisition (PR) through MRP. These PRs are linked manually to Corresponding Rate schedules based on the operations involved. Vendor is also identified based on his available capacity.

Purchase order (PO) is placed based on the rate contract.

Materials are issued to the vendor based on the Bill of Materials in the PO. If original materials are not available, alternate materials are issued.

Gate pass generated at stores for material issue.

Cutting plan prepared by vendor for every material issued in a gate pass.

After completion of product, Inspection call is given by Vendor and closed by Inspection agency.

Vendor hands over accepted materials to Shipping and the finished goods are taken into Stock.

After PO completion, Material Accounting (MAS) is done for a completed PO.

Vendor returns the Excess materials. Recovery is done for the materials not returned.

Import Clearance Process (Port Operations)

Imported content of consumption of raw materials, components, stores & spare parts is 35% (Rs.6200 crore) against 65% of Indigenous value as per annual report data for year 2009-10. Apart from this capital goods and other items are also imported.

License applications/ Registration of Licenses/ Certificates with Customs/ Ports. Around 200 certificates and licenses may be active. Presently BHEL operates through DEEC/PI/Power Cert/R&M Cert/Defense Cert.



Background and business Profile of BHEL

Annexure-1

Major imports through Mumbai (4000 BLs), Chennai(2000), Bangalore(1500), Delhi(150), Bhopal(20 BLs) including Air/Sea/ICD amounting to approximately 3 lac Metric Tonnes from more than 80 ports worldwide and may be dispatched to manufacturing units/Sites from ports.

Port operations include License Registration, Vessel Monitoring, Bill of Entry (self-filing/through CHA), Customs Clearance, Duty/Freight/Port Payment, Other payments and Debiting expenditure to Units, Dispatch of Material as per transporter contracts, Accounting of License/Certificate Debiting, Bond Closure, Bonding (Section 49/59) and Ex-Bonding, Managing deposit accounts with ports. Material is dispatched to Manufacturing Units/Sites after clearances. Imported Material may also be directly dispatched from Indian port to foreign ports as export.

Importing Unit operations include coordination with ROD/Clearing Agency, License Application/Ratification/ License Allocation/Checklist, Document Retirement, Sending Documents to ROD like NND/OBL etc., Approvals/Dispatch Instructions, SRV Pricing, and Drawbacks etc. Manufacturing Units capture the cost of Customs Duty, CVD and SAD paid at ports and ship cost is arrived based on the actual B.E and GR is priced including these costs. License closure / Bond closure/ Export Obligation Discharge are the responsibilities of Foreign Exchange Division at Units. Units also declare the detailed exposure of risk involved during transit from foreign ports to destination for insurance cover under available policy.

Marketing/Business Sector operations include arrangement of Essentiality/Project Authority Certificates for further processing of Units for arranging Licenses etc depending on the nature of contract e.g. International Competitive Bidding (ICB)/LCB/Negotiable. Time-to-time coordination for schemes like SFIS/Market Focus etc.

Corporate Finance provides daily exchange rates used for various payments.

Corporate Finance provides Insurance related rates for ocean freight. Insurance is also to be done for consignments dispatched from ports. Insurance is covered under Corporate Open Policy and only Units files Declaration of import to the regional insurance agency.

Project Engineering Management - PEM

Project Engineering Management (PEM) Division is BHEL's power plant System Integrator, a nodal agency providing total engineering solutions for conventional thermal and gas based power projects and conventional island of nuclear power plant, enabling BHEL to offer complete Engineering, Procurement and Construction (EPC) services.

PEM's experience of project engineering for over 250 units (coal based units of rating up to 600 MW and gas based units based on 9FA advance class gas turbines) installed and under execution in India and abroad totaling more than 100000 MW, makes it India's largest power plant engineering and design organization. Presently PEM is also engaged in the engineering of supercritical power projects of unit ratings 660 MW, 700 MW & 800 MW being executed by BHEL.

Power Sector – Regions and Site Teams

Receipt, Inspection, Storage and Issue – The material dispatched by the various Units of BHEL is received, inspected, raised Material Discrepancy Report (MDR) and securely stored by the site teams. They also issue materials to Subcontractor for Erection & Commissioning.

Background and business Profile of BHEL



Annexure-1

Organizing the resources – The site teams organize the manpower, support equipment and material for the project site.

Purchase - Procurement of Steel, Cement, Chemicals and T & P etc is done by the Regional HQ teams.

Subcontracting - Subcontracting Group fixes up Vendor for Material Management and Erection of Equipments.

Document Management: Management of Documents & Drawings required for Erection & Commissioning

Receipt, Storage and Issue: Receipt, storage and issue of Bought out Items (BOI)

Project Planning: The Site Team prepares Erection Plan based on Material, Drawing, and Document availability from MUs & PEM. Site Team also prepares Erectibility Analysis report.

Erection and commissioning – The site teams carry out the erection and commission (E&C) at the site.

Resolution of site problems – The site teams also need to resolve the various problems encountered at the project site.

Contractor Billing – Contractor Bills are checked & verified by the Site Engineer & paid by the Site Finance personnel.

Coordination – The site teams also need to coordinate with the units, sub-contractors and customer and other dealing agencies.

Customer Billing - Customer billing is also done by Site Finance Personnel.

Customer Service after Sales (SAS)

Customer / Site complaint – After handover of the project, the customer complaints are received by commercial, quality or the engineering functions.

Analysis – The analysis of the complaint is carried out by Engineering for man or material requirement.

Problem resolution – The problem is resolved thru Quality, Engineering or production.

Feedback Entry in system – The feedback received from the complaint resolution is captured into some system.

RCA & CA/PA Identification – Root Cause analysis (RCA) & Corrective Actions Preventive Actions (CA/PA) are worked out.

Institutionalization - Entry in On line system for future corrective action if required.

Requirement of Spare Items

Enquiry – An enquiry is received for the requirement of spare items.

Offer – AN offer is given by BHEL for the supply of spares.

Placing the internal order – An internal order is placed within BHEL Unit for supply of spare item.



Background and business Profile of BHEL

Annexure-1

Issue of engineering documentation – Engineering documentation is issued for the concerned spare item.

Manufacturing of the component – The spare component is then manufactured as per the design document.

Inspection, Packaging & Dispatch – The spare is then inspected, packed and dispatched for the destination.

Corporate Office Requirements

CEPD	Turnover/ major products developed from In-house Development. Status of MOU projects for Engg and R&D points R&D Expenditure R&D Budget Status Engineering Highlights IPR Information PIRs status report
CMTIP	Monitoring of physical & financial progress of Capital Investments approved by Board/CMD Monitoring of utilization of CNC & Critical manufacturing facilities at units Monitoring of progress/ expenditure of Reconditioning & Retrofitting of Plant & Machinery Capital Expenditure Process
Monitoring	MOU parameters Unit and Company Balanced Score Card Plant Performance calculation T/O Monitoring
Finance	Bills processing by Corporate Establishment & payment Debtors management Corporate Budget Consolidation of MIRs Updating Fixed Assets Register. Reconciliation of Inter Unit transactions Impact of AS-7 Consolidation of accounts as per Schedule VI & IFRS Corporate Financial services Corporate Cash management Corporate Insurance management Financial Analysis of Capital Investment Enterprise Risk Management
Quality	Status of Product non - conformance Status of Recovery Rate Status of Defectives Status of Quality hold-ups at Site Quality Issues of BOI's Status of Customer Complaints Status of Site Action Request (SAR) Quality Performance Index Specific certification/ Re-certification of Product/ system Quality function manpower status Status of Quality Circles Cost of Rework & Rejection from MUs and ECs Cost of Rework & Rejection from PS Regions
PSM	Monitoring of Contracts MONTHLY/ ANNUAL BILLING BUDGET DAILY/ MONTHLY AND ANNUAL CASH COLLECTION REPORT



Background and business Profile of BHEL

Annexure-1

	CONTRACT CLOSING STATUS INCLUDING ADDITIONAL GUARANTEES GIVEN BY UNITS DIRECTLY TO CUSTOMERS
PEM	Engg. Inputs for contract Engg Inputs for proposal Engg
MM	TOTAL INVENTORY Status of steel purchase Development of Ancillaries & SSI O/S High Value Import Commitment / shipment Year wise SIT & Liquidation WIP 1 Year old Finished Goods more than 1 months old Status of AMA Stocking Proposal of Stocking Proposal of AMA Sparable Inventory Status of Non Moving Inventory Status of Slow Moving Inventory Tender Analysis Time Analysis of PI to PO Time Analysis of Incoming Mtl. Value Analysis of PO operating results Purchases in certain currency For certain country From certain region From specific vendor or group etc.
PMG	L1 Network L2 Network L3 Network Project Costs and Resources Static Information: 1) Project Profile, viz., Contract Scope, Contract Value, Zero Date, Contract Duration, Value, etc. Dynamic Information: 2) Engineering Progress, viz., drawings approved in comparison of total drawings 3) Construction progress 4) Procurement Progress 5) Unit-wise manufacturing progress 6) BOP/BOI Progress 7) Payment Status 8) Claims and time extensions Contract Closing Information a) Details of punch points b) Detail of each pending issue c) Category of each pending issue(whether related to Supply, Engineering or Commercial) d)Commitment for closure-previous and revised e) Current Status
P&D	Material Review- Shipments & Commitments Inventory Status and Projections Major Issues-Materials Major-Highlights Major Issues- Operations T/O Performance -Total T/O Projections - Total Physical T/O Performance & Projections Product wise -Physical T/O Performance & Projections T/O Trends Major Concerns Operating Results Cash Flow (Inflow can come from CCS) System to be extended for Outflow or alternately one form can be generated for outflow.

Background and business Profile of BHEL



Annexure-1

	Deferred Debts(MIR can be generated from Debtors management system) Sundry Debtors(MIR can be generated from Debtors management system) Capital Expenditure Milestones Capital
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BHEL Typical Contracts

Hydro

- a. EPC – Engineering, Procurement & Construction is done by BHEL. Civil work is sub contracted.
- b. Electro Mechanical – Storage, Material handling, Erection, Testing & Commissioning of Turbine and Generator is done by BHEL.

Thermal

- a. EPC – Engineering, Procurement & Construction is done by BHEL. Civil work is sub contracted.
- b. BTG – Storage, Material handling, Erection, Testing & Commissioning of Boiler, Turbine and Generator is done by BHEL.



Need for ERP across BHEL

Annexure-2

Need for ERP across BHEL

BHEL is the largest engineering and manufacturing enterprise in India in the energy related/infrastructure sector today. The company has grown in stature over the years with continued inflow of orders and manufacturing prowess. BHEL's turnover has quadrupled in last six years. BHEL managed to secure record orders worth Rs.60,507 crore, during 2010-11, despite various challenges confronting the power sector in recent times. The total orders in hand for execution in 2011-12 and beyond is Rs.1,64,145 crore. BHEL's turnover for the FY 2010-11 is Rs.43,337 crore.

Currently, four of the BHEL manufacturing units (Trichy, Hyderabad, EDN Bangalore and EPD Bangalore) have implemented SAP ERP in an independent and phased manner while the remaining units and business sectors have implemented in-house developed computer systems to meet their information requirements. SAP HR is currently under implementation at corporate level.

Heterogeneous Information Technology platforms are a major bottle neck in getting a logically integrated view of information, project visibility and data consolidation. For an integrated information system across the company it is imperative that all the business groups work in an integrated manner.

In order to meet the current business challenges for sustaining competitiveness in the market, there is a need for BHEL to undertake an ERP implementation driven Business transformation exercise. This exercise will enable BHEL to streamline and standardize business processes across the organization and to adopt some of the global best practices being followed in similar industries.

“**ONE-BHEL**” term is coined for ERP implementation across BHEL. Some of the key benefits / objectives envisaged out of “ONE-BHEL” are:

- Single version of information with logical “ONE-BHEL” view to all the stakeholders from common database
- Material codes standardization and unification for consolidated procurement
- Information available seamlessly and on-demand without manual intervention
- Automate and Integrate business processes
- Online reconciliations of various information (project, financials etc.)
- Real Time and end-to-end visibility of information on multiple dimensions(projects, financials, inventory, customer, vendor database etc.) across BHEL
- Online Collaboration for engineering and projects
- E-procurement
- Management dashboards for monitoring and decision support systems at Unit and Corporate level



Terms and Definitions

Annexure-3

Terms and Definitions

In this Request for Proposal (RFP), as hereinafter defined, the following words and expressions shall have the meaning assigned to them except where it is explicitly stated otherwise:

1. Owner - The Owner shall mean M/s Bharat Heavy Electricals Limited (A Govt. of India Undertaking) incorporated under the Companies Act 1956 with its registered office at BHEL House, Siri Fort, New Delhi-110049 .The expression shall include its successors and assigns .It may also be referred to as BHEL.
2. 'ONE BHEL' ERP Project – ERP solution across BHEL.
3. ERP Package / ERP solution – ERP product along with add on solutions.
4. Implementation Partner – A firm carrying out the implementation of the ERP solution in BHEL.
5. Product OEM – The OEM of the concerned ERP product.
6. Request for Proposal (RFP) – Tender document containing the Specifications, scope, qualification criteria, terms & conditions etc. released by BHEL
7. Bid – The documents submitted in response to the RFP.
8. Bidder – The Bidder shall mean the Firm/Company/Organisation registered under the Indian Statute governing the respective entity which quotes against the Tender Enquiry issued by the Owner.
9. Successful Bidder – The bidder who is qualified successful in the bidding process and is given the award of Work.
10. Acceptance of offer shall mean issue of Letter of Intent/Award or Consultancy Agreement or Detailed Order/Contract communicating the acceptance of offer, to the successful Bidder.
11. Consultant - The Consultant shall mean qualified Bidder Firm/Company/Organisation registered under the Indian Statute governing the respective entity ,appointed by the Purchaser to provide consultancy services for 'ONE BHEL' ERP implementation and shall include its successors and assigns as well as its authorised representative(s).
12. Consultancy Agreement - The Consultancy Agreement shall mean and include the general conditions, bidding conditions, specific conditions, specifications, schedules, drawings, form of tender, covering letters, schedule of prices and quantities, Letter of Intent/Award of the Purchase, any special conditions applicable to the particular Order/Contract including subsequent amendments mutually agreed upon in writing.
13. Personnel – The personnel of the Consultancy firm who are deployed for 'ONE-BHEL' ERP Project.
14. Vendor - Implementation Partner / System Integrator bidding for the ERP implementation
15. Units / Sites – Units are BHEL's manufacturing facilities and Sites are BHEL's project sites.
16. Costs shall mean reasonable, documented and competitive costs with a view to minimize the financial burden / liability on BHEL, at all times and such precaution shall be exercised by the Consultant at all times without prejudice.
17. Report – A report that is compliant to specifications, contract and in the manner accepted by BHEL.
18. Authorised Officer - The Authorised Officer shall mean officer of the Owner, as may be duly appointed and authorized by the Owner in writing to act as the authorized Officer on behalf of BHEL for the purpose of the Order/Contract.
19. Specification - The Specification shall mean the specifications contained in the RFP Documents and Annexure ,Schedule etc. attached thereto, if any, and includes any subsequent modifications thereof



Terms and Definitions

Annexure-3

20. Approved - The Approved means approved in writing including subsequent written confirmation of previous verbal approval and approval means approval in writing as stated above, by authorized Officer.
21. Month / Week - The Month shall mean calendar month & Week shall mean 7 days.
22. Applicable Law - The Applicable law means the laws and any other instruments having the force of law in the Government's country as they may be issued and in force from time to time.
23. Government - The Government means the Government of India.



Milestones, Deliverables and Delivery Timelines

Annexure-4

Milestones, Deliverables and Delivery Timelines

Milestone	Deliverable	Timelines Start	Timelines End
Consultancy Services up to Selection of ERP package and Implementation Partner			
M1	a. Contract Agreement between the Owner & the Consultant b. Project Plan c. Resource Mobilization	D	D + 15 Days
M2	a. ERP Roadmap Report b. Risk Mitigation strategy Report c. List of Key Performance Indicators (KPIs)	D	D + 60 Days
M3	Finalized As-Is Process document	D	D + 60 Days
M4	Finalized RFP for ERP package and Implementation Partner	D	D + 90 Days
M5	a. Finalized PQ evaluation Report b. Finalized Technical Evaluation Report c. Finalized Commercial Evaluation Report d. Recommendation for ERP package and Implementation Partner before price bid	D	D + 180 Days
Consultancy Services after Selection of ERP package and Implementation Partner for Phase 1 Locations			
M6	Infrastructure Vetting Report	A	[(A+540 Days) OR G1 whichever is later]+60 Days Deliverables linked to Implementation Schedule
M7	a. Stage-wise Periodic (bi monthly) Review Plan with the review points during ERP implementation cycle b. Key Performance Indicators (KPIs) measurement Report		
M8	a. Business Blue Print (BBP) vetting Report b. Master Data Preparation Plan		
M9	Realization Certification Report		
M10	Hardware, Network and System Landscape review Report		
M11	a. Master data templates for data preparation and the data filled templates b. Master Data Status Report		
M12	Cutover strategy Document		
M13	Go Live (Phase – 1) Report		
Consultancy Services after Selection of ERP package and Implementation Partner for Phase 2 Locations			
M14	Go Live (Phase – 2) Report	G1 + 60 Days	[(G1 + 60 +120) OR G2 whichever is later] + 60 Days
Consultancy Services after Selection of ERP package and Implementation Partner for Phase 3			



Milestones, Deliverables and Delivery Timelines

Annexure-4

Locations			
M15	Go Live (Phase – 3) Report	G2 + 60 Days	[(G2 +60 +120) OR G3 whichever is later] +60 Days
M16	Project Completion Report		G3 +60
*D – Date of award of LOA / PO to the consultant – Start Date A – Date of award of LOA / PO to the Implementation Partner – Start Date G 1– Date of Go-Live in Phase – 1 Locations as per <i>Phase wise rollout plan (Annexure – 7)</i> G 2– Date of Go-Live in Phase – 2 Locations as per <i>Phase wise rollout plan (Annexure – 7)</i> G 3– Date of Go-Live in Phase – 3 Locations as per <i>Phase wise rollout plan (Annexure – 7)</i>			

NOTE : A report should be compliant to specifications, contract and in the manner accepted by BHEL. Refer clause H of Terms and Conditions as per Annexure – 9 for payment terms.

Scope of Work



Annexure-5

Scope of Work

Milest one	Deliverable / DESCRIPTION of Scope	Bidder Compliance (Yes / No)	Bidder Remarks, if any
	<p>The consultant would act on behalf of the Owner and be responsible for its acts and omissions at all times. The consultant would seamlessly integrate and coexist with our ERP product OEM, implementation partner and other agencies. The consultant, ERP product OEM and the implementation partner shall be either jointly or severally responsible for performance of the ERP system. The entire scope of work, obligations and deliverables covered in this document and subsequent instructions to consultants by the Owner post award shall be deemed to be consultant's obligation.</p> <p>Owner has experience of implementing and running SAP-ERP in the Hyderabad, Trichy, EDN Bangalore and EPD Bangalore. The experience from the existing SAP-ERP implementations has to be factored in during the proposed ERP implementation. A study of the existing SAP-ERP implementations shall therefore be required to be taken up by the consultant so as to get an idea / understanding of the customization done and complexity involved in the Unit level implementations. Also a study of the Units who have their own (developed in-house / outsourced) IT solutions shall be required to be taken up by the consultant for the same purpose.</p>		
Consultancy Services up to Selection of ERP package and Implementation Partner			
M1	<p>a. Contract Agreement between the Owner & the Consultant b. Project Plan c. Resource Mobilization</p> <p style="text-align: center;">Contract Agreement between the Owner and the Consultant</p> <p>1. Signing of the Contract Agreement.</p> <p style="text-align: center;">Project Plan</p> <p>2. Project Plan describing the methodology and resources that the Consultant shall deploy in the design, management, coordination, and execution of all its responsibilities as well as the duration and completion date for each activity within the schedule as per <i>Milestones, Deliverables and Delivery Timelines (Annexure – 4)</i>.</p> <p>3. The Project Plan shall be detailed and integrate all activities in its scope of work, highlighting interfaces / inputs / outputs, if any, with others. It should be in the form of an Integrated Project Program in MS-Project (PERT) for Owner's review and approval and for further progress of the project.</p> <p style="text-align: center;">Resource Mobilization</p> <p>4. Submit project mobilization plan including governance structure for the project. Also submit the Organization</p>		

Scope of Work



Annexure-5

	<p>structure with direct and indirect hierarchical links to its CEO.</p> <ol style="list-style-type: none"> 5. A Project Manager responsible for execution of the project assisted by 4 other lead managers, 1 + 2* for business process related activities and 1 for technical support. These 5 shall be permanently placed for the Owner's job. The detailed CVs for these team members are to be provided as per CV-1 format (Annexure - B). *To be posted in the Units / Regions of the Owner. This is the minimum manpower requirement, however the consultant has to meet all delivery timelines putting in sufficient manpower. 6. The supportive detailed CVs for the other Project team members are to be provided as per CV – 2 format (Annexure – C). 7. Personnel deployed for this project shall be subject to approval by the Owner. Personnel deployed for the Owner project at point no 5 above shall not be changed till the end of the consultant engagement. Mitigation of the risks due to rotation of the consultants will be in the scope of consultant's without involving extra cost and time. If for any reason beyond the control of the consultant, there is a need to replace any personnel, the Consultant shall provide a replacement of equivalent or better qualified and experienced, subject to the written approval of the Owner. Consultant should provide a minimum 2 months overlap period between old and new personnel. Demobilization of personnel would also be as per the Owner's instructions for non performance, malpractices, lack of knowledge etc. 8. The project team shall be technically, administratively and financially empowered to decide and act without any delay and shall be exclusively dedicated for the services to the Owner. 9. The Consultant's entire project team would attend kick-off meeting and all the resources shall be mobilized. 		
M2	<ol style="list-style-type: none"> a. ERP Roadmap Report b. Risk Mitigation strategy Report c. List of Key Performance Indicators (KPIs) <p style="text-align: center;">ERP Roadmap Report</p> <ol style="list-style-type: none"> 1. Roadmap report on the way forward for successful "ONE-BHEL" ERP implementation across Owner's organization. It shall include with options for consideration of single and multiple instance and models for "ONE-BHEL" process. 2. Study of existing ERP application landscape and other in house application landscapes with ways and means to map these with the proposed "ONE-BHEL". 3. Budgetary estimate including the number of total ERP product licenses required types of licenses required, 		

Scope of Work



Annexure-5

	<p>implementation cost, training etc. Break-up of number of licenses required at different points of time to meet the phases, mile stones and time lines of 'One BHEL' ERP project implementation.</p> <ol style="list-style-type: none"> 4. Break-up and estimated item wise, year wise outflow of funds for next six years for the ERP product and implementation. 5. Budgetary estimates of all the Hardware for the proposed instances shall be provided for 'One BHEL' ERP project. 6. The roadmap report shall include the possible interface with the owner's Engineering automation and PLM systems under study and implementation. 7. Provide 50 no of man-days training to the Owner's team on various aspects of ERP products suited for the Owner. <p>Risk Mitigation Strategy Report</p> <ol style="list-style-type: none"> 8. Submit report covering all possible Risks and Disasters, non-feasibility and pitfalls, if any, in implementation and maintenance of such a massive ERP implementation meeting the vision of Owner's "ONE-BHEL" as mentioned in this document. These should be supported with the recommendations to mitigate the same in advance, in case such factors are foreseen by the consultant for all the options proposed in the roadmap. 9. Consultant shall recommend to the owner the best global and Indian practices for short term and long term maintainability of "ONE-BHEL" ERP solution. <p>List of Key Performance Indicators (KPIs)</p> <ol style="list-style-type: none"> 10. Report on the list of KPIs for the Owner and the target values. Suggestive List of KPIs is provided in KPIs (Annexure – 10) 		
M3	<p>Finalized As-Is Process document</p> <ol style="list-style-type: none"> 1. The As-Is processes of the Owner's units and other functions have been compiled by the Owner. The As-Is process compiled by the Owner is to give an indication of functionalities at a macro level. These documents are purely indicative. The consultant at his own cost and within the approved time frame has to undertake the detailed As-Is process study. Any non compliance, incompleteness and mitigation has to be documented to ensure the completeness and correctness of the As-Is processes. These need to be put in standard templates (duly approved by the Owner). 2. Owner's expectations against each process needs to be recorded while vetting the As-Is document. The commonality in the As-Is processes of the Owner shall be brought out function wise making it single document. 		

Scope of Work



Annexure-5

	<ol style="list-style-type: none"> 3. A business process review of the As-Is process finalized at point no 2 above has to be done along with the Owner. 4. Provide details of Owner's existing business processes, systems and applications which, if any, are not addressed in any existing leading ERP solutions, ways and means of mitigating & integrating the same. 5. It is mandatory for Consultant to visit Owner's sites as per BHEL locations to be visited for AS-Is process vetting (Annexure – 7) and make themselves fully informed about the logistics, processes, facilities, business profiles etc. 		
M4	<p>Finalized RFP for ERP package and Implementation Partner</p> <ol style="list-style-type: none"> 1. Preparation of RFP for procurement and implementation of an ERP package to meet the "ONE BHEL" requirements. Consultant has to understand, recognize and adopt best and must practices of the Owner's processes and functions. 2. Finalized plan of ERP product license. 3. Provide list of names for add-on solutions, if any, which are necessary to complement the ERP system to provide comprehensive coverage of business systems/processes of the Owner to meet the ERP objectives of the Owner. 4. Prepare evaluation criteria based on physical verifiable data and product performance parameters for ERP solution and implementation partner. 5. Preparation of a demo scenario (Proof of Concept – PoC) from Tendering Process to Order, Manufacturing, Testing, Installation, Commissioning, warranty settlement and archiving of Project data. The scenario shall be of the Owner process. 6. Provide detailed Quality Compliance checklist for ERP solution and Implementation partner considering the best global and Indian practice for ensuring such quality compliance. 7. Organizing pre bid conferences at RFP stages jointly with the Owner's team on queries and recording responses in such meet of bidders. The consultant scope of work shall cover evaluation and recommendation to the Owner of recommended responses for each bidder, exercising due care and diligence. 8. Prepare a report on the amendment, if any, required in RFP for ERP solution and Implementation partner on the basis of Pre-bid Conference. 9. Provide the data on the best proven global and Indian practices covering all the required "ONE-BHEL" ERP solution functionalities, objectives, end-to-end integration, Indian trade laws / regulations, other legal / financial and 		

Scope of Work



Annexure-5

	governance statutes, to evaluate the ERP products and Implementation partners. This shall be included in the RFP for ERP solution and Implementation partner. Consultant shall at all time give access to owner to verify such recommendation by consultant, of use at Owner's end.		
M5	<p>RFP Evaluation</p> <ol style="list-style-type: none"> a. Finalized PQ evaluation Report b. Finalized Technical Evaluation Report c. Finalized Commercial Evaluation Report d. Recommendation for ERP package and Implementation Partner before price bid <ol style="list-style-type: none"> 1. Conduct short-listing of vendors against the PQ of RFP for procurement and implementation of ERP package to meet the "ONE BHEL" requirements. 2. Prepare pointed queries to bidders, for ERP package and Implementation partner, to ascertain the claim of their technical and resource capability to evaluate compliance to Owner's requirement. Evaluation of bidder responses on these queries and recommending any changes which are required in the RFP. 3. Evaluate PoC performance parameters, demonstrated by each ERP product and submit detailed recommendation report to the Owner. The PoC parameters provided by the consultant should be based upon the best and proven global and Indian accepted best practices and standards suiting Owner's ERP requirement and business demand. 4. For only those vendors who are able to complete the PoC successfully, the bid shall be considered for evaluation. 5. Submit Technical Evaluation Report of short-listed ERP package, Implementation Partner and supplementary applications for approval by the Owner, highlighting in detail the reasons for acceptance or rejections, if any. 6. Bid evaluation (commercial and financial) of ERP package and Implementation partner. Preparing list of non-conformities / queries for each vendor. Evaluation of all vendor responses and to ensure that all deviations are closed or mapped for loading. 7. Make time-to-time presentations to the Owner management on key success factors & Owner's preparedness, assessment on evaluation of bids and recommendations. 		
Consultancy Services after Selection of ERP package and Implementation Partner for Phase 1 Locations			
M6	<p>Infrastructure Vetting Report</p> <ol style="list-style-type: none"> 1. Vetting the hardware sizing for the proposed ERP implementation for the Main data centers, local DR sites 		

Scope of Work



Annexure-5

	<p>and remote DR sites.</p> <ol style="list-style-type: none"> 2. Vetting the specifications of the hardware proposed to be deployed for 'One BHEL' ERP project. 3. Vetting the Network connectivity requirements of Main data centers, local DR site and remote DR sites. 4. Vetting the network bandwidth requirements for WAN locations and end User. 5. Break-up and estimated item wise, year wise outflow of funds for next 6 (six) years after placement of order for the ERP product and implementation. 6. Feasibility on Cloud / virtualization for add-on module servers and secondary servers. 		
M7	<ol style="list-style-type: none"> a. Stage-wise Periodic (bi monthly) Review Plan with the review points during ERP implementation cycle b. Key Performance Indicators (KPIs) measurement Report <ol style="list-style-type: none"> 1. The revised Project Plan should be submitted stating the Consultant's assessment of the responsibilities of the Implementation Partner and any other involved third parties in System supply and installation, as well as the Consultant's proposed means for coordinating activities by each of the involved parties to avoid delays or interference 2. The Consultant must associate with the Owner to review the progress of the ERP implementation as per ERP roadmap periodically and must provide status updates to Owner management in the form of a report and highlight any deviations with remedial actions. 3. Consultant along with the Owner shall also ensure quality compliant design, integration and implementation of ERP package as per approved specification. Consultant shall undertake milestone audit / reviews as per Implementation Partner's plan. 4. For the listed KPIs, the values in the existing process of the major units / sectors / sites to be established. 5. Plan for a total documentation record from a macro business process to a lowest level of Technical code changed. 		
M8	<ol style="list-style-type: none"> a. Business Blue Print (BBP) vetting Report b. Master Data preparation plan <ol style="list-style-type: none"> 1. Review the functional gaps with the help of Implementation partner and assist Owner in addressing the issues pertaining to functional gaps. 2. Conduct progress reviews during Business Blue Print (BBP) phase. 		

Scope of Work



Annexure-5

	<ol style="list-style-type: none"> 3. The Business Blue print to be vetted by the consultant. 4. Plan for Master Data preparation. 		
M9	<p>Realization Certification Report</p> <ol style="list-style-type: none"> 1. Review of the realized processes to identify the gaps, highlight and recommend ways for mitigating potential impact on the business processes. 2. Review report of the Individual module testing completion with documented inputs / outputs. 		
M10	<p>Hardware, Network and System Landscape review Report</p> <ol style="list-style-type: none"> 1. Readiness of Hardware and network to the matching requirements of ERP package and the add-ons. 2. Review the hardware and network requirements with respect to the project plan and identify and report deviations. 3. System Landscape review report. 		
M11	<ol style="list-style-type: none"> a. Master data templates for data preparation and the data filled templates b. Master Data Status Report <ol style="list-style-type: none"> 1. Review of the finalized Master data templates. 2. Strategy report for Data cleanup and validation. 3. Identification of tools for preparation of data filling into templates. 4. Identify and report the gaps in Master Data. 5. Master Data status report. 		
M12	<p>Cutover strategy Document</p> <ol style="list-style-type: none"> 1. Vetting of Cutover strategy. 2. Plan for black out period activities and alternate strategy for risk mitigation during black out. 		
M13	<p>Go Live (Phase – 1) Report</p> <ol style="list-style-type: none"> 1. Review the ERP configuration/setup and its alignment to the Business Blue Print. 2. Vetting of the Integration cycle testing of end to end ERP process scenario vis-à-vis Business Process with test data samples and output results. 3. Review the master data upload. 4. Review the Cutover data upload and blackout strategy 		

Scope of Work



Annexure-5

	<p>preparedness.</p> <ol style="list-style-type: none"> 5. Review the total documentation record from a macro business process to a lowest level of Technical code changed. 6. Vetting of the End User Manuals. 7. Review the adequacy of user training. 		
Consultancy Services after Selection of ERP package and Implementation Partner for Phase 2 Locations			
M14	<p>Go Live (Phase – 2) Report</p> <ol style="list-style-type: none"> 1. The Consultant must associate with the Owner to review the progress of the ERP implementation periodically and must provide status updates to Owner management in the form of a report and highlight any deviations with remedial actions. 2. Plan for Master Data preparation. <ol style="list-style-type: none"> 1. Identify and report the gaps in Master Data. 2. Master Data status report. 3. Vetting of Cutover strategy. 4. Plan for black out period activities and alternate strategy for risk mitigation during black out. 5. Monitor the report on the change management during the ERP implementation life cycle. 8. Review the ERP configuration/setup and its alignment to the Business Blue Print. 9. Review the master data upload. 10. Review the Cutover data upload and blackout strategy preparedness. 11. Review the total documentation record from a macro business process to a lowest level of Technical code changed. 12. Vetting of the End User Manuals. 13. Review the adequacy of user training. 		
Consultancy Services after Selection of ERP package and Implementation Partner for Phase 3 Locations			
M15	<p>Go Live (Phase – 3) Report</p> <ol style="list-style-type: none"> 3. The Consultant must associate with the Owner to review the progress of the ERP implementation periodically and must provide status updates to Owner management in the form of a report and highlight any deviations with remedial actions. 		

Scope of Work



Annexure-5

	<ol style="list-style-type: none"> 4. Plan for Master Data preparation. 6. Identify and report the gaps in Master Data. 7. Master Data status report. 8. Vetting of Cutover strategy. 9. Plan for black out period activities and alternate strategy for risk mitigation during black out. 10. Monitor the report on the change management during the ERP implementation life cycle. 14. Review the ERP configuration/setup and its alignment to the Business Blue Print. 15. Review the master data upload. 16. Review the Cutover data upload and blackout strategy preparedness. 17. Review the total documentation record from a macro business process to a lowest level of Technical code changed. 18. Vetting of the End User Manuals. 19. Review the adequacy of user training. 		
M16	<p>Project Completion Report</p> <ol style="list-style-type: none"> 1. Submission of detailed Project Completion Report in 2(two) bound volumes and 1(one) soft copy in CD/DVD covering but not limited to actual mapped details (events, milestones, output performance key parameters) from Concept to Go-live at all locations in its scope, including approved & As-Built system blue print architecture, budgetary estimates, training requirements, details of all hardware and software proposed model no, likely vendors etc. The exact format and details of the report would be informed by the Owner during execution for compliance by the consultant. 		

Qualification Criteria (QC)



Annexure-6

Qualification Criteria (QC)

S.No.	Criteria	Bidder's Compliance (Yes / No)	Bidder's remarks, if any
MUST CONDITIONS			
1.	The Bidder should be the Firm/Company/Organisation registered under the Indian Statute governing the respective entity which quotes against the RFP issued by the Owner. (Certificate of registration to be enclosed)		
2.	The Bidder should have an average annual turnover from advisory / consultancy / professional fee of at least INR 50 crores for the last 3 financial years as per Audited annual account. (Audited Annual accounts for last 3 years 2008-09, 2009-2010, 2010-2011 to be enclosed) (As per Annexure – D)		
3.	The Bidder should be making profits for last 3 financial years. (Audited Annual accounts for last 3 years 2008-09, 2009-2010, 2010-2011 to be enclosed) (As per Annexure – D)		
4.	The Bidder should have positive Net worth at the end of Financial Year 2010-11. (As per Annexure – D)		
5.	The Bidder should have provided ERP consultancy for 3(three) projects for minimum INR 100 lacs each or 2(two) projects for minimum INR 125 lacs each or 1(one) for minimum INR 200 lacs . (PO/ LOA/ Letter of Agreement/ Engagement Letter copy to be enclosed) (As per Annexure – E)		
EVALUATION CONDITIONS			
6.	The Bidder should be an organization in operation for the last 7 years as on 01 st Oct' 2011 in India providing ERP consultancy services. (PO copy of the relevant ERP consultancy project to be enclosed)		
7.	The Bidder should have a well established presence in India with an installed base to provide the ERP consultancy services and the ability to provide timely response and service to the Owner. (Declaration letter signed by the authorized signatory of the bidder to be enclosed)		
8.	The Bidder should have provided ERP consultancy for at least 2 (two) Indian PSU/Govt. organizations in last 7 years. (PO/ LOA/ Letter of Agreement/ Engagement Letter copy to be enclosed) (As per Annexure – F)		
9.	The Bidder should have provided ERP consultancy for at least 1 (one) organization in manufacturing sector in last 7 years. This project can be out of the projects given in point no.8. (PO/ LOA/ Letter of Agreement/ Engagement Letter copy to be enclosed) (As per Annexure – G)		
10.	The Bidder should have provided ERP consultancy for the functionalities listed in the format. (As per Annexure – H)		
11.	The Bidder should have provided ERP consultancy for the scope of work listed in the format. (As per Annexure – I)		
12.	The Bidder should have consultants for at least (2) two ERP products, out of which one has to be SAP. (As per Annexure – J)		



Qualification Criteria (QC)

Annexure-6

The Qualifying conditions no 1 to 5 are MANDATORY CONDITIONS. In case a bidder does not meet all the 5 conditions, bidder will be disqualified. Once all these conditions are fulfilled by the bidder, then only they will be further evaluated on conditions no 6 to 12. For the conditions no 6 to 12, one mark will be assigned for each condition if the bidder meets that condition else no mark will be assigned. Out of the maximum 7 possible marks, the qualifying mark is 5.

NOTE: All data shall be verifiable by the Owner. The Bidder shall be responsible for providing access to the clients within maximum of 3 weeks. The Bidder may at his own furnish additional data regarding the ERP consultancy Projects. In case the access is not provided within the stipulated period or non-compliance to the claims, the Owner reserves the right to forfeit the EMD of the bidder including the rejection of the bid and any other action deemed to be fit.

Phase wise rollout plan

- Phase-1: Implementation at following BHEL divisions/locations:
 1. BHOPAL
 2. HEEP, HARDWAR
 3. HPBP, TRICHY (includes PIPING CENTRE, CHENNAI & IVP GOINDWAL)
 4. PS-ER, KOLKATA (including all its sites)
 5. CORPORATE OFFICE, NEW DELHI
 6. PS-PEM, NOIDA
 7. PS-MARKETING, NEW DELHI
 8. INDUSTRY SECTOR, NEW DELHI
 9. SPARES & SERVICES BUSINESS GROUP, NEW DELHI
 10. INTERNATIONAL OPERATION, NEW DELHI

- Phase-2: Implementation at following BHEL divisions/locations:
 1. BAP, RANIPET
 2. ISG, BANGALORE
 3. JHANSI
 4. CFFP, HARDWAR
 5. PS-WR, NAGPUR (including all its sites)
 6. PS-SR, CHENNAI (including all its sites)
 7. PS-NR, NOIDA (including all its sites)
 8. PMG, NEW DELHI
 9. PS-TS, NOIDA
 10. PS-HQ, NEW DELHI
 11. HERP, VARANASI
 12. CFP, RUDRAPUR
 13. IP, JAGDISHPUR
 14. CENTRAL STAMPING UNIT, JAGDISHPUR
 15. ELECTRICAL MACHINES REPAIR PLANT, MUMBAI
 16. CORPORATE R&D, HYDERABAD
 17. TBG, NEW DELHI
 18. CMG, NEW DELHI
 19. ROD (HQ- NEW DELHI and Offices)
 20. HRDI, NOIDA

- Phase-3: Migration of remaining and existing SAP implementations at following BHEL divisions/locations to the central instance:
 1. HPEP HYDERABAD
 2. EDN, BANGALORE
 3. EPD, BANGALORE

BHEL Locations



Annexure-7

BHEL Locations to be visited for As-Is process vetting

1. Bhopal / Haridwar / Trichy
2. PMG, NEW DELHI
3. PS-ER, KOLKATA (including its sites)
4. PS-MARKETING, NEW DELHI
5. CORPORATE OFFICE, NEW DELHI
6. PS-PEM, NOIDA



Instructions to Bidders

Annexure-8

Instructions to Bidders

A. General Instructions

1. Bidder must ensure to submit bid to **Shri P K Gupta, AGM (CMM-MM)/ Shri Upendra Chaudhary, Sr. Engr (CMM), PEM, BHEL, Plot no. 25, Sec-16A, Noida (U. P.) India** on or before due date and time.
2. Consultant shall execute a contractual AGREEMENT, on non judicial stamp paper in two (2) original sets at his own cost. This RFP will form a part of the contractual agreement.

B. Bidding Cost & Language of Bid

1. The bidder shall bear all costs associated with the preparation and submission of its bid and the Owner will in no case be responsible or liable for these costs.
2. The bid, all correspondence and documents related to the bid shall be in English.

C. Bid Document

1. Submit the bid in two parts, i.e.
 - Part-I : **Techno - Commercial Bid** (in two copies)
 - a. EMD (Earnest Money Deposit)
 - b. Milestones, Deliverables and Delivery Timelines (**Annexure – 4**)
 - c. Scope of Work (**Annexure – 5**)
 - d. **Qualifying Criteria (Annexure - 6)**
 - e. Un-priced copy of Price Bid (**Annexure - K**) except rates (price). **Prices should not be mentioned in Part-I.**
 - f. No Deviation Certificate (**Annexure – L**).
 - g. Registration Numbers of Service Tax, Income tax, PAN, TIN etc.
 - h. Documents check list (**Annexure – M**)
 - i. Signed copy of Terms and Conditions (**Annexure – 9**)
 - j. Non Disclosure Agreement (**Annexure – N**)
 - k. Project Plan (It shall cover all the activities in its scope of work, highlighting interfaces / inputs / outputs, if any, with others)
 - Part-II : **Price Bid** (one copy)
 - a. Price Bid (**Annexure – K**)
2. Techno-Commercial Bid (Part-I) & Price Bid (Part-II) should be put in separate sealed envelopes. All the envelopes should be again kept in one envelope. The individual envelopes should be super scribed with Techno-Commercial Bid and Price Bid respectively. All envelopes should be super scribed with RFP No., Due Date and name of bidder submitting the bid. Bids without EMD are liable for rejection.
3. Bidder shall submit a power of attorney, duly authenticated by a Notary Public, indicating that the person(s) signing the bid have the authority to sign the bid and thus that the bid is binding upon the Consultant during the full period of its validity. In case the Consultant is a limited company, a copy of resolution passed by the Board of Directors of that company authorizing that person to file the bid on behalf of the company. The copy of the said resolution should have the common seal of the company and be attested either by the company secretary or its Director.



Instructions to Bidders

Annexure-8

4. All documentary proof related to Techno Commercial Bid in support of claims must clearly be marked as to against which criteria the document pertains to. These must be submitted in the Techno Commercial Bid envelope.
5. Envelope super scribed with "**Price Bid**" should contain priced copy of the Price Bid. (**Annexure – K**). Please quote best & lowest price, both in figures & words. This should not contain any information in addition to that given in Un-priced copy except price. The price bids of the bidders qualifying the techno - commercial evaluation will only be opened.

D. Bid Clarifications / Amendments

1. Owner may at its sole discretion amend the RFP documents at any time prior to the deadline for submission of bids. However in case of any such amendment, the bid submission date may be extended at the discretion of the Owner.
2. Any corrigendum / notification issued by the Owner, subsequent to issue of RFP, shall only be available / hosted at www.bhel.com

Terms and Conditions

A. General

1. Consultancy Firms that are a sister concern of ERP product OEMs are not qualified to participate in this RFP. The bidder or the individuals involved in this project work cannot be associated with any ERP product OEM and Implementation partner organizations.
2. Consultancy Firms are to give information asked for by the Owner as a single entity.
3. The successful bidder in this consultancy services RFP shall not be eligible to participate in the ERP product and implementation partner RFP.
4. This RFP document is complete in all respects and supersedes all previous correspondence, record notes, discussions, commitments, negotiation and representations.
5. The Consultants shall be liable for any loss / damage caused to property of the BHEL or to third party due to their negligence or willful misconduct. If claims are lodged against BHEL by third parties for compensation of damage or loss caused by Consultant's fault, the consultancy firm / bidder shall keep indemnified BHEL against all claims raised by third parties.
6. The consultant, ERP product OEM and the implementation partner shall be either jointly or severally responsible for performance of the ERP system.

B. Price Bid Validity

1. Price bid shall remain valid up to 180 (One Hundred & Eighty) days from the date of opening. Withdrawal of quotation by the bidder, at any stage after its submission, may entail appropriate action including encashment of EMD.

C. Acceptance / Rejection of Bids

1. Owner reserves the right to reject in full or part, any or all bids without assigning any reason thereof. Owner reserves the right to assess the Bidder's capabilities and capacity. The decision of the Owner shall be final and binding.
2. Bid should be free of over writing. All erasures, correction or addition must be clearly written both in words and figures and attested.
3. Offers not submitted in prescribed manner or after due date and time are liable to rejection. If there is any difference in word or figures in price bid, the lower of the two will be considered for award & higher one for evaluation.

D. Deviations

1. Bids shall be submitted strictly in accordance with the requirements and terms & conditions of the RFP. The Bidder shall submit a No Deviation Certificate as per **Annexure – L**. The bids with deviation(s) are liable for rejection.

E. Integrity Pact (IP)

1. Owner has signed a Memorandum of Understanding (MoU) with 'Transparency India International' on Adoption of Integrity Pact by the Owner for all major tenders/contracts. Independent external monitor will be appointed by the Owner if this contract is sought to be covered in IP and conformance to IP will be submitted by the bidder. The IP will form part of this contract.

Terms and Conditions

Annexure-9

F. Fee and Charges

1. The lump sum consideration of the services to be rendered by the Consultant as per Scope of work detailed in **Annexure - 5** is the total consultancy charges inclusive of boarding, lodging and travelling charges, report making costs, cost of software/IT enabling tools etc. Guesthouse accommodation, wherever available, can be provided at the prevailing rates.
2. The lump sum consideration shall be Firm (without any escalation) and inclusive of all taxes, duties & levies (as applicable), but excluding the Service Tax & Education Cess on service tax against Cenvatable invoice. Statutory variation clause will be applicable only in respect of Service tax & Education Cess thereon.
3. The service tax, as legally applicable & payable by the successful bidder under the provisions of applicable Law/Act, shall be paid by BHEL. The successful bidder shall furnish proof of service Tax registration with Central Excise Division covering the services covered under this contract. Registration should also bear endorsement for the premises from where the billing shall be done by successful bidder on BHEL.

G. Taxes and Duties

4. Service tax shall be payable by BHEL, as extra .All other taxes, levies and duties shall be the liability of the Consultant and to be included in the quoted price. Tax liability , if any, on deputation of the Consultant's personnel shall also be borne by the Consultant and shall be responsibility of the Consultant as per Tax laws of India.
5. The Consultant shall pay taxes, duties, fees, and other impositions (except service tax) as may be levied under the applicable laws in India, the amount of which is deemed to have been included in the quoted price.
6. Amount payable to the Consultant shall be subject to deduction of TDS(Tax deduction at source) as per the Income tax law of India.The Consultant shall be responsible for the assessment of his income as per the applicable Income tax laws in India. The Owner will not accept any liability on account of Tax / additional tax/penalty/Interest burden etc for assessment of his taxable income by the Indian Income Tax Authorities.
7. The personal income tax of overseas Consultants, if payable shall be paid by the overseas Consultants directly. Owner shall neither be liable to pay the Income tax nor for filing the tax return for overseas Consultants.

H. Terms of Payment

1. Payment will be made progressively upon submission and acceptance of deliverables, as given below in table , after certification by Authorized Officer

S.No.	Payment Milestone	Payment
PM1	After completion of Milestone M1 to M3 (against Performance Bank Guarantee - PBG)	10%
PM2	After completion of Milestone M4 to M5	20%
PM3	After completion of Milestone M6 to M13	30%
PM4	After completion of Milestone M14	15%
PM5	After completion of Milestone M15	15%
PM6	After completion of Milestone M16	10%
PM7	Release of PBG after 12 months of warranty period from completion of Milestone M16	

2. Procedure for payment

Terms and Conditions

Annexure-9

- a. Payment shall be admissible on submission of Invoice in duplicate along with supporting documents and after completion of specified Deliverables and subject to certification of satisfactory completion on behalf of BHEL by the "Authorized Officer". Payments shall be normally released within 60 (sixty) days of receipt of Invoice complete in all respects.
- b. The Invoice should be addressed and submitted to -to be informed at the time of award
- c. The "Authorized Officer" for this contract will be -to be informed at the time of award
- d. Paying Authority (BHEL, PEM, Noida) All payments in Indian rupees, in line with the terms of payment ,shall be made by the paying authority: -to be informed at the time of award.

I. Interest Liability

1. In case of any delay in payment due to any reason, Owner shall not pay any interest on delayed payment.

J. Earnest Money Deposit (EMD)

1. One time EMD of Rs.2 lacs is to be deposited by each bidder in the form of Pay order or Demand draft. EMD may be forfeited if –
 - a. After opening the bid, the bidder revokes his bid within the validity period or increases his earlier quoted rates.
 - b. The bidder does not commence the work within 15 days after award of the contract.
2. EMD given by all unsuccessful bidders shall be refunded within 15 days of acceptance of award of work by the successful bidder.
3. EMD shall not carry any interest. In case of any delay in payment due to any reason, Owner shall not pay any interest on delayed payment.

K. Security Deposit

1. Security deposit amount of Rs.4 lacs plus 5% of the amount by which the order value exceeds Rs.50 lacs shall be submitted by the successful bidder before start of the work.
2. Security deposit may be furnished in any of the following forms.
 - a. Pay order in favour of BHEL
 - b. Demand draft in favour of BHEL
 - c. Local cheques of scheduled banks, subject to its realization
 - d. Securities available from post office such as NSC, KVP etc (certificate should be held in name of the successful bidder furnishing the security and duly pledged in favour of BHEL and discharged on the back).
 - e. Bank Guarantee from scheduled banks / public financial institutions. The bank guarantee format should have the approval of BHEL.
 - f. Fixed deposit receipt (FDR) issued by scheduled banks / public financial institutions as defined in the Companies Act. The FDR should be in the name of successful bidder, A/c BHEL, duly discharged on the back.
 - g. Security deposit may also be recovered @10% from the running bills. However in such cases at least 50% of the security deposit shall be collected before start of the work in the mode given above and the balance 50% may be recovered from the running bills.
 - h. EMD of the successful bidder may be converted and adjusted against the Security Deposit.
 - i. The security deposit shall not carry any interest.
3. Acceptance of security deposit against sl.no. (d) and (f) above will be subject to hypothecation or endorsement on the documents in favour of the Owner. However, Owner will not be liable or responsible in any manner for the collection of interest or renewal of the documents or in any

Terms and Conditions

Annexure-9

other matter connected there with. Security deposit shall not be refunded to the Successful bidder except in accordance with the terms of the Contract i.e. upon successful completion of the Contract.

L. Information Security Management System (ISMS)

1. The Consultant shall comply with the Information Security Management System of BHEL and work within the framework of ISMS as applicable in BHEL from time-to-time.

M. Confidentiality of Information

1. All the material / information sent to the Consultant shall be treated as confidential and should not be disclosed in any matter to any unauthorized person under any circumstances. The successful bidder has to furnish a Non Disclosure Agreement (NDA) as per **Annexure-N** in line with the Owner's Information Security Management System (ISMS).

N. Penalty for Delayed delivery

1. In case the successful bidder fails to achieve the desired milestones at any stage within the time period mentioned in **Annexure – 4**, the payment to the Consultant will be liable for deduction @ 0.5% of the contract price for delay of each week or part thereof subject to a ceiling of 10% of the total contract price.

O. Arbitration and Jurisdiction

1. Any arbitration shall be under the 'Arbitration and Conciliation act 1996' and the rules there under as amended from time to time. Centre of arbitration shall be in New Delhi.
2. The contract shall be governed by the Indian law. The suits/claims in respect of this contract shall be in the courts having jurisdiction at New Delhi.

P. Subcontracting

1. The Consultant shall not assign this Contract or sub-contract any portion or portions of the Contract without Owner's prior written consent However it shall not absolve the consultant of the responsibility of fulfilling Owner's requirements.

Q. Risk Purchase

1. In case the consultant fails to deliver or fails to comply with the terms & conditions of the contract, Owner reserves the right to source such services from any other agency at the risk and cost of the consultant.

R. Adjustment of Recovery

1. Any amount payable by the consultant under any of the condition of this contract shall be liable to be adjusted against any amount payable to the consultant under any other works / contract awarded to him by any of the Owner's unit. This is without prejudice to any other action as may be deemed fit by the Owner.

S. Force Majeure

1. Should the fulfillment of the contract be infringed due to hostilities, embargo, blockages, strike, lawful lock out, restraint by Government, acts of God, acts of public enemy, war, civil commotion, sabotage, fire, flood, explosions, epidemics, the parties shall not be responsible for the fulfillment of the present contract. Upon the occurrence and cessation of any such contingency, the party invoking the force majeure clause there from shall immediately give the other party notice, in writing, within 7 days of such occurrence as well as cessation and the representatives of the parties shall immediately consult each other and agree upon the measures to be taken.
2. Under the said circumstances, the time of fulfilling the obligations under the present contract shall be prolonged for the period within which the force majeure or consequences thereof exist.

Terms and Conditions

Annexure-9

3. If force majeure conditions persist for a continuous period of three months and make further performance of this contract impossible, the parties shall meet to decide for continuation, modification or termination of this contract.

T. Commencement, Completion, Modification, Termination and Suspension

1. Effective date of Contract: This Contract shall come in to effect on the date of issue of Order/Contract /Consultancy Agreement duly signed or countersigned by the Purchaser.
2. Commencement of services: The Consultant shall begin carrying out the services immediately after the date the Contract becomes effective.
3. Completion of Services: The Project will have deemed to be completed when all the Deliverables have been met, verified, certified and accepted by BHEL by the "Authorized Officer".
4. Modification: Modifications of the terms and conditions of this contract , including any modification of the scope of the services or of the Contract price may only be made by written agreement between the Purchaser and the Consultant.
5. **Termination and Suspension:**
 - a. Owner reserves the right to terminate the contract at any time by giving a notice of not less than one month without assigning any reason. Consultant shall stop the performance of the contract from the effective date of termination and hand over all the documents/ information etc. including all rights of work to the Owner. No consequential damages shall be payable by the Owner to the Consultant in the event of termination.
 - b. Owner may suspend the work in whole or in part at any time by giving consultant notice in writing to such effect stating the nature, date and anticipated duration of such suspension.
 - c. On receiving the notice of suspension from the Owner, the consultant shall stop all such work which the Owner has directed to be suspended with immediate effect. Owner may at any time cancel the suspension notice for all or any part of suspended work by giving written notice to successful bidder specifying the part of work to be resumed and the effective date of suspension withdrawal. Consultant shall resume the suspended work as expeditiously as possible after receipt of such withdrawal of suspension notice. In the event of suspension of the work, consultant shall not be liable for any damage or loss.
 - d. In case the consultant fails to achieve the desired milestones at any stage within the time period mentioned above, the Owner shall be entitled at its option to cancel the contract or a portion thereof, and if so desired to place order on other party at the risk and cost of the successful bidder.

U. Notice of Change

1. All certificates, notices or written instructions to be given to the parties shall be delivered by hand with acknowledgement, or sent by registered post with acknowledgement due.
2. Either party may change any of the details by giving notice of the change to the other Party. Notices shall be effective when received by the intended recipient. Notices given by registered post with acknowledgement shall be deemed to have been received on the date of acknowledgement.

V. Negligence

1. If consultant shall neglect to execute the scope of work with due diligence or expedition or shall refuse or neglect to comply with any reasonable orders given to him in writing by the Owner in connection with the scope of work or shall contravene the provisions of contract, Owner may give notice in writing to the consultant calling upon him to make good the failure, neglect or contravention complained of within such time as may be deemed reasonable and in default of the compliance with the said notice, Owner may rescind or cancel the contract.

Terms and Conditions

Annexure-9

W. Reverse Auction

1. BHEL reserves the right to finalize the Price Bids based on Reverse Auction procedure for the technically qualified Bidders. If BHEL decides not to go for Reverse Auction, the paper Price Bids will be opened for tender evaluation in respect of technically qualified Bidders only.

Key Performance Indicators (KPIs)

Annexure-10

Suggestive List of KPIs

1. Project Monitoring & Scheduling
2. Cycle time reduction in Engineering Documentation
3. Cycle time reduction in requirement generation
4. Cycle time reduction in Manufacturing Documentation
5. Cycle time reduction in SRV valuation
6. Cycle time reduction in Accounting of Billing & Collections
7. Final Accounting
8. AS7 turnover
9. WIP processing
10. Multi currency Billing
11. Archival and availability of Engineering drawings
12. Rationalization of Common Material codes

Pre bid Query Format

Annexure-A

Pre-bid Query Format

S.No.	Reference of the Clause No. of the RFP	Query / Clarification

Signed By:

Name: _____

Designation: _____

Organization: _____

Date & Place: _____

Phone/Fax/Mobile/Email: _____

Stamp & Seal: _____

Curriculum Vitae (CV) - 1

Annexure-B

Curriculum Vitae (CV-1)

Proposed Position* : _____
Name of Firm : _____
Name of Staff : _____
Profession : _____
Date of Birth : _____
Years with Firm/Entity : _____
Nationality : _____
Membership in Professional Societies : _____
Detailed Tasks Assigned : _____

Key Qualifications : _____
[Give an outline of staff member's experience and training most pertinent to tasks on assignment. Describe degree of responsibility held by staff member on relevant previous assignments and give dates and locations. Use about half a page.]

Education : _____
[Summarize college/university and other specialized education of staff member, giving names of schools, dates attended, and degrees obtained. Use about one quarter of a page.]

Employment Record : _____
[Starting with present position, list in reverse order every employment held. List all positions held by staff member since graduation, giving dates, names of employing organizations, titles of positions held, and locations of assignments. For experience in last ten years, also give types of activities performed and client references, where appropriate. Use about two pages.]

Experience (in no of yrs.):*

S.No.	Functional Experience	ERP Experience	PMO Experience

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience.

Day/Month/Year : _____

[Signature of staff member and authorized representative of the Firm]

Full name of staff member : _____
Full name of authorized representative : _____

*Minimum Experience required

- **Project Lead** - Functional -10 yrs, ERP – 5 yrs, PMO – 5 yrs
- **Process Lead** - Functional -10 yrs, ERP – 3 yrs, PMO – 2 yrs
- **Technical Lead** - Technical - 10 yrs, ERP – 4 yrs, PMO – 1 yrs

Curriculum Vitae (CV) - 2

Annexure-C

Curriculum Vitae (CV-2)

Proposed Position* : _____
Name of Firm : _____
Name of Staff : _____
Profession : _____
Date of Birth : _____
Years with Firm/Entity : _____
Nationality : _____
Membership in Professional Societies : _____
Detailed Tasks Assigned : _____

Key Qualifications : _____
[Give an outline of staff member's experience and training most pertinent to tasks on assignment. Describe degree of responsibility held by staff member on relevant previous assignments and give dates and locations. Use about half a page.]

Education : _____
[Summarize college/university and other specialized education of staff member, giving names of schools, dates attended, and degrees obtained. Use about one quarter of a page.]

Employment Record : _____
[Starting with present position, list in reverse order every employment held. List all positions held by staff member since graduation, giving dates, names of employing organizations, titles of positions held, and locations of assignments. For experience in last ten years, also give types of activities performed and client references, where appropriate. Use about two pages.]

Experience (in no yrs.)*:

S.No.	Functional Experience	ERP Experience	PMO Experience

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience.

Day/Month/Year : _____

[Signature of staff member and authorized representative of the Firm]

Full name of staff member : _____
Full name of authorized representative : _____

*Minimum Experience required

- **Consultant** - Functional -4 yrs, ERP – 2 yrs

Financial Statement Format

Annexure-D

Financial Statement Details

Rs in Lacs

S.No.	Financial Year	Turnover from Advisory / Consultancy / Professional Fee	Net Profit	Net Worth
1	2008-09			
2	2009-10			
3	2010-11			
TOTAL				

NOTE: Audited reports to be submitted in support of the above for the year 2010-11. If the audit is not completed for Financial year 2010-11, then Financial Statements signed by Head of Finance and CEO should be submitted for 2010-11 along-with the audited accounts of 2007-08.

Signed By:

Name: _____

Designation: _____

Organization: _____

Date & Place: _____

Phone/Fax/Mobile/Email: _____

Stamp & Seal: _____

ERP Consultancy Project Details

Annexure-E

Details of ERP Consultancy Projects (PO values)

S. No.	Organization / Client Name and Business profile	Contact Details	PO / Engagement / Others	LOA/ Letter	Value of the Project (in Rs. Lacs)	Start Date	End Date	Brief Description

Signed By:

Name: _____

Designation: _____

Organization: _____

Date & Place: _____

Phone/Fax/Mobile/Email: _____

Stamp & Seal: _____

ERP Consultancy Project Details

Annexure-F

Details of ERP Consultancy Projects (Indian PSU / Government)

S. No.	Organization / Client Name and Business profile	Contact Details	PO / LOA/ Engagement Letter / Others	Start Date	End Date	Brief Description

Signed By:

Name: _____

Designation: _____

Organization: _____

Date & Place: _____

Phone/Fax/Mobile/Email: _____

Stamp & Seal: _____

ERP Consultancy Project Details

Annexure-G

Details of ERP Consultancy Projects (Manufacturing)

S. No.	Organization / Client Name and Business profile	Contact Details	PO / LOA/ Engagement Letter / Others	Start Date	End Date	Brief Description

Signed By:

Name: _____

Designation: _____

Organization: _____

Date & Place: _____

Phone/Fax/Mobile/Email: _____

Stamp & Seal: _____

ERP Consultancy Project Details

Annexure-H

Details of ERP Consultancy Projects (Functionalities)

We have carried out ERP consultancy assignments for Engineering, Material Management, Production & Production Planning, Quality, Sales, Dispatch & Logistics, Project / Construction Management, Asset Management, Finance & Costing and Human Resource functionalities. We have got experience in integrating all these modules.

Signed By:

Name: _____

Designation: _____

Organization: _____

Date & Place: _____

Phone/Fax/Mobile/Email: _____

Stamp & Seal: _____

ERP Consultancy Project Format

Annexure-I

Details of ERP Consultancy Projects (Scope of Work)

We have successfully carried out As-Is Process / Business Process study, RFP / Bid preparation, RFP / Bid Management, Business Blue Print vetting and Program management.

Signed By:

Name: _____

Designation: _____

Organization: _____

Date & Place: _____

Phone/Fax/Mobile/Email: _____

Stamp & Seal: _____

ERP Consultant Strength

Annexure-J

Details of ERP Consultancy Strength

	SAP		(other ERP product)	
	BHEL	Bidder	BHEL	Bidder
Senior Level Consultants	20		20	
Middle Level Consultants	30		30	
Junior Level Consultants	50		50	

Senior Level Consultants - 7 years or more experience

Middle Level Consultants - 4 years or more experience

Junior Level Consultants - 2 years or more experience

The numbers given against the BHEL is the minimum number of Consultants required.

Signed By:

Name: _____

Designation: _____

Organization: _____

Date & Place: _____

Phone/Fax/Mobile/Email: _____

Stamp & Seal: _____

Price Bid Format

Annexure-K

Ref No:

To,
AGM (CMM-MM), PEM
Bharat Heavy Electricals Limited
NOIDA (U.P.), INDIA

The Prices shall be quoted in the following manner for entire Scope of Work and terms and conditions specified in the Request for Proposal including all terms and conditions:

Item No.	Item Description	Qty	Unit Price exclusive of Service Tax & E.Cess in INR (Only one price) (A)	Service Tax & E.Cess in INR (Only one price) (B)	Total Consultancy Charges in INR (In Figures) (A+B)=X	Total Consultancy Charges in INR (In Words) (A+B)=X
	Cost of ERP Consultancy Services to BHEL as per complete Scope of works ,Deliverables, Timeliness defined in RFP including all other associated activities.	01				

1.The quoted price includes total consultancy charges inclusive of boarding, lodging and travelling charges, report making costs, cost of software/IT enabling tools etc. Guesthouse accommodation, wherever available, can be provided at the prevailing rates.

2.The rates are to be quoted on Firm Price Basis (without any escalation) and inclusive of all taxes, duties & levies (as applicable), but excluding the Service Tax & Education Cess on service tax against Cenvatable invoice. Statutory variation clause will be applicable only in respect of Service tax & Education Cess thereon.

3.The service tax, as legally applicable & payable by the successful bidder under the provisions of applicable Law/Act, shall be paid by BHEL. The successful bidder shall furnish proof of service Tax registration with Central Excise Division covering the services covered under this contract. Registration should also bear endorsement for the premises from where the billing shall be done by successful bidder on BHEL.

4.It is certified that there are no deviations from the RFP and all Terms & Conditions of the RFP are acceptable.

Duly authorized to sign this bid for and on behalf of(Name of Bidder)

No Deviation Certificate

Annexure-L

No Deviation Certificate

This is to certify that our offer is exactly in line with your tender enquiry/RFP no. **AA/CIT/ERP/ConsultantRFP** dated_____. This is to expressly certify that our offer contains no deviation either Technical or Commercial in either direct or indirect form.

Signed By:

Name: _____

Designation: _____

Organization: _____

Date & Place: _____

Phone/Fax/Mobile/Email: _____

Stamp & Seal: _____

Checklist of Documents

Annexure-M

Checklist of Documents

S No.	Annexure to be attached	Format attached as per FORM /Annexure	Whether Attached (Yes / No)
1	EMD		
2	Milestones, Deliverables and Delivery Timelines	Annexure-4	Yes/No
3	Scope of Work	Annexure-5	Yes/No
4	Qualifying Criteria	Annexure-6	Yes / No
5	Un-priced copy of Price Bid except rates (price).Prices should not be mentioned in Part-I.	Annexure - K	Yes / No
6	Registration Numbers of Service Tax, Income tax, PAN, TIN etc.		Yes / No
7	Signed copy of Terms and Conditions.	Annexure-9	Yes / No
8	No Deviation Certificate	Annexure - L	Yes / No
9	Non Disclosure Agreement	Annexure – N	Yes / No
10	Project Plan		Yes / No

Signed By:

Name: _____

Designation: _____

Organization: _____

Date & Place: _____

Phone/Fax/Mobile/Email: _____

Stamp & Seal: _____



Third Party Non Disclosure Agreement

Annexure-N

	THIRD PARTY NON-DISCLOSURE AGREEMENT	Doc.No. : ISMS-04-AA-013
		Version 1.0, Rev. No. : 00
		Page No. 59 of 1

Third Party Non-Disclosure Agreement

I, _____, on behalf of the _____ (Name of Company), acknowledge that the information received or generated, directly or indirectly, while working with BHEL on contract is confidential and that the nature of the business of the BHEL is such that the following conditions are reasonable, and therefore:

I warrant and agree as follows:

I, or any other personnel employed or engaged by our company, agree not to disclose, directly or indirectly, any information related to the BHEL. Without restricting the generality of the foregoing, it is agreed that we will not disclose such information consisting but not necessarily limited to:

- a. Technical information: Methods, drawings, processes, formulae, compositions, systems, techniques, inventions, computer programs/data/configuration and research projects.
- Business information: Customer lists, project schedules, pricing data, estimates, financial or marketing data,

On conclusion of contract, I, or any other personnel employed or engaged by our company shall return to BHEL all documents and property of BHEL, including but not necessarily limited to: drawings, blueprints, reports, manuals, computer programs/data/configuration, and all other materials and all copies thereof relating in any way to BHEL's business, or in any way obtained by me during the course of contract. I further agree that I, or any others employed or engaged by our company shall not retain copies, notes or abstracts of the foregoing.

This obligation of confidence shall continue after the conclusion of the contract also.

I acknowledge that the aforesaid restrictions are necessary and fundamental to the business of the BHEL, and are reasonable given the nature of the business carried on by the BHEL. I agree that this agreement shall be governed by and construed in accordance with the laws of country.

I enter into this agreement totally voluntarily, with full knowledge of its meaning, and without duress.

Dated at _____, this ____ day of _____, 20__.

Name

Company

Signature