

**REQUEST FOR EXPRESSIONS OF INTEREST
(CONSULTING SERVICES – FIRMS SELECTION)**

NSDC Division: IT

**Assignment Title: Hiring of an Agency for Enterprise Resource Planning (ERP)
Implementation at NSDC**

Reference No.: EOI/IT/2017/0017

1. National Skill Development Corporation (NSDC) is a one of its kind, Public Private Partnership in India. It aims to promote skill development by catalyzing creation of large, quality, vocational institutions. It provides funding to build scalable vocational training initiatives. Its mandate is also to enable support systems such as quality assurance, information systems and train the trainer academies either directly or through partnerships.
2. NSDC seeks to hire an Original Equipment Manufacturer (OEM)/Authorized Distributor/Channel Partner of ERP to automate its business processes.
3. Objectives of the assignment:
 - a. Automate internal business processes viz. Finance & Accounts, Procurement, Human Resources, Loan Processing and Employee Self Service.
 - b. Reduce cost and time of the transactions.
 - c. Improving productivity of employees through effective inter & intra departmental communication.
 - d. Dissemination of relevant information, effective communication & collaboration methods, less errors & rework, standardization, greater empowerment of employees, and improved corporate governance.
4. The duration of the assignment is for two and half years including two years after end of warranty support; effective from contract signing date. The draft Terms of Reference for the assignment is available at www.nsdcindia.org
5. National Skill Development Corporation now invites eligible firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The short-listing criteria are:
 - i. The firm should be Company registered under Companies Act, 1956 with a valid registration, PAN, GST registration etc and in business from last at least 10 years.
 - ii. The firm should have an average annual turnover of at least INR 50 Crore in the last three financial years. (2013-14; 2014-2015; 2015-16)

- iii. Firm must be a certified CMMI-DEV 4 and above or ISO 9001 certified.
- iv. Firm must either be an OEM or Authorized Distributor/Channel Partner of the ERP offered.
- v. Firm must have successfully completed at least three such ERP installations (with minimum of 3 modules including HR, Finance and Procurement/Material Management) in the last five years in India.
- vi. The Firm should not have been blacklisted by Government of India, any State Government in India or by any multilateral agency.

List of documents to be submitted along with EoI are:

- i. Document (s) to demonstrate that the firm is in the business for the last 10 years (registrations/licenses etc.)
 - ii. Details of Work Experience and Similar Assignments undertaken to support the short-listing criteria accompanied by completion or acceptance certificate(s);
 - iii. Authorized Distributors/Channel Partners to attach copies of authorization which will be verified by NSDC.
 - iv. Certificate from the statutory auditors/ Chartered Accountant certifying the turnover from consultancy business during the last three **(03)** financial years.
6. The selection will be based on Quality and Cost Based selection as per approved NSDC Procurement Guidelines.
 7. Joint Ventures and Sub-Consultancy are NOT allowed for this assignment.
 8. Further information can be obtained at the address below during office hours 1000 to 1700 hours.
 9. Expressions of interest must be delivered as one hard copy and electronic/soft copy either in USB drive to the address below through registered post/speed post/ courier/ by Hand by 4th August 2017 , **till 1700 hrs.**

Manish Kumar,
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Draft Terms of Reference: Implementation of Enterprise Resource Planning (ERP) Solution at NSDC

1. About NSDC

The National Skill Development Corporation, (NSDC) is a one of its kind, Public Private Partnership in India, under the Ministry of Skill Development & Entrepreneurship. It aims to promote skill development by catalyzing creation of large, quality, for-profit vocational institutions. NSDC provides funding to build scalable, for-profit vocational training initiatives. Its mandate is also to enable support systems such as quality assurance, information systems and train the trainer academies either directly or through partnerships. NSDC acts as a catalyst in skill development by providing funding to enterprises, companies and organizations that provide skill training. It will also develop appropriate models to enhance, support and coordinate private sector initiatives. The differentiated focus for the 40 sectors under NSDC's purview and its understanding of their viability will make every sector attractive to private investment. The need for a robust and efficient SDMS arises from the large mandate of NSDC to skill 1 crore youth over 4 years as an implementing agency for PMKVY Other key government schemes like NULM and Udaan to promote skill development are also implemented by NSDC.

2. Project Objectives

Presently, NSDC is extremely lean in terms of IT enablement of internal business and employee related processes. Current state may be described as follows:

1	Very little IT enablement of internal business processes
2	Lack of organization master data in digitized format
3	“Siloed” applications causing high transaction cost & time
4	Absence of automated workflow based processes
5	Rising number of employees and spread of the organization potentially leading to poor integration

Taking cognizance of the gap, NSDC decided to conduct a study to figure out the improvement areas in the existing internal processes which can be implemented through adoption of IT enabled ERP solution to enhance the overall business value. NSDC reckons that automated ERP solution can help in:

1	Automate internal business processes viz. Finance & Accounts, Procurement , Human Resources, Loan Processing and Employee Self Service
2	Reduce cost of transactions and the time that they take
3	Improving productivity of employees through effective inter & intra departmental communication
4	Dissemination of relevant information, effective communication & collaboration methods, less errors & rework, standardization, greater empowerment of employees, and improved corporate governance.

3. Functional and Technical Scope

An internal assessment was conducted to identify the functions that require enablement through an ERP solution for improving efficiency and integration with other functions within the organization. Below is the high-level list of all function modules in scope:

SL. No.	Function	High Level Scope
1.0	Financials, Budget, Accounting & Asset Management	
1.1	Organization Structure	<ul style="list-style-type: none"> Define Organization structure Define regions, sub-regions etc.
1.2	Master Data Management	<ul style="list-style-type: none"> Define organization master data Define and implement policies to maintain organization master data
1.3	General Ledger	<ul style="list-style-type: none"> Define Chart of Accounts Define Accounting master data Define Taxation rules (direct & indirect) Compliance with India specific accounting procedures Define banks
1.4	Reports	<ul style="list-style-type: none"> Accounting reports Management Reports Annual reports for filing purposes
1.5	Invoice Processing	<ul style="list-style-type: none"> Process invoices Interest calculation
1.6	Payment Processing	<ul style="list-style-type: none"> Manual Payment Event based Automatic Payment Cognizance of TDS requirement
1.7	Budgeting	<ul style="list-style-type: none"> Ability to collate and consolidation of budget requirement prepared by departments Define budget dimensions viz. Department, Responsible/ sub-responsible, Account code Online tracking of expenditure against various budgets
1.8	Asset Management	<ul style="list-style-type: none"> Centralized definition of fixed asset categories, description, multiple depreciation rates, predefined residual values etc. Ability to differentiate between new asset and value adjustment / upgradation like capacity expansion Ability to handle impairment of asset as per accounting standard Asset lifecycle management
1.9	Management Accounting	<ul style="list-style-type: none"> Ability to define internal organization structure like SBUs/LOBs/Locations/Profit Making Units across multiple legal entities Ability to generate complete trial balance, P&L account, and Balance Sheet at these levels
2.0	Loans Management	
2.1	Process Applications	<ul style="list-style-type: none"> Scheme Master data management Receive applications Generate event based notifications

SL. No.	Function	High Level Scope
2.2	Loan Appraisal	<ul style="list-style-type: none"> • Check eligibility • Appraise against guidelines
2.3	Disbursement	<ul style="list-style-type: none"> • Breakup into Principal, Simple Interest, Compound part, Loss of rebate, Interest penalty etc. • Remittance
2.4	Recovery	<ul style="list-style-type: none"> • Monitor status of recoveries and define follow-up dates • Calculation of interests/ dues on unrecovered portion of loan • Ability to generate NPA
2.5	PDC Management	<ul style="list-style-type: none"> • Capture PDC details • Ability of the system to generate notification/reminders for customer in case of bounced PDCs, request for next set of PDCs when no PDCs or very few PDCs are left. Notification may be required in case of cleared PDCs also.
2.6	Asset Liability Management and Profitability Analysis	<ul style="list-style-type: none"> • To measure profitability in multidimensional approach (Account, Customer, Product, Line of Business, regional office, Channel) on flexible timeframe of at least on a fortnightly basis. The solution should be consistent across profitability dimensions and can be deployed in phases for each dimension. • Ability to prepare multi-dimensional reports basis Account, Customer, Product, Line of Business etc.
3.0 Procurement to Pay		
3.1	Vendor Management	<ul style="list-style-type: none"> • Vendor profile management • Generate vendor performance reports
3.2	Requisitions	<ul style="list-style-type: none"> • Capture requisitions • Workflow based approval process
3.2	Cost Comparison	<ul style="list-style-type: none"> • Ability to compare proposed “Landed Cost” of potential vendors
3.3	Purchase Order	<ul style="list-style-type: none"> • Define payment terms • Issue of Purchase Orders
3.4	Cash Purchasing Management	<ul style="list-style-type: none"> • Facility to purchase Material directly by cash and account for the same for a project / job / Production Order
3.5	e-Procurement	<ul style="list-style-type: none"> • Ability to conduct procurement process online
3.6	Payment Gateway	<ul style="list-style-type: none"> • Integration with payment gateway for remitting payouts
4.0 Human Resource Management System		
4.1	Recruitment & Onboarding	<ul style="list-style-type: none"> • Demand Management • Manage Recruitment Process • Onboarding of new employees

SL. No.	Function	High Level Scope
4.2	Payroll Management	<ul style="list-style-type: none"> Payroll generation
4.3	Attendance Management	<ul style="list-style-type: none"> Aadhaar linked biometric attendance
4.4	Performance Management	<ul style="list-style-type: none"> Goal/KRA/Competency/Development setting process Appraisal management Reports
4.5	Benefits Administration	<ul style="list-style-type: none"> Manage medical insurance, pension plans, EPF, vacation time, sick time, maternity leave etc.
4.6	Employee Self Service	<ul style="list-style-type: none"> Facility admin related Leave request Travel request etc.
5.0 Reporting & Data Analytics		
5.1	Reporting Server	<ul style="list-style-type: none"> Ability to run standard reports (on screen & pdf) Ability to create custom reports (on screen & pdf) Ability to export data dump into “csv” format
5.2	Data Analytics	<ul style="list-style-type: none"> Scope will be defined during design phase
6.0 Technical/ Non-functional requirement		
6.1	Audit log	<ul style="list-style-type: none"> Detailed audit log generation & retention Archival & Retrieval of logs
6.2	Access	<ul style="list-style-type: none"> Access through desktop browser and Mobile App and Mobile browser Preference shall be given to solutions containing a mobile app, both Android & iOS Access from LAN and through Internet Access to authorized users only Secure connectivity over both LAN and internet to ensure no unauthorized access, impersonation or snooping
6.3	Hosting	<ul style="list-style-type: none"> Cloud/SaaS Deployment through Tier-III data center Provisioning of Disaster Recovery site to ensure business continuity
6.4	COTS or Custom Dev	<ul style="list-style-type: none"> Commercially Off The Shelf (COTS) only (packaged solution only)
6.5	Notification Service	<ul style="list-style-type: none"> Email service SMS service Mobile Push Service
6.6	Workflow	<ul style="list-style-type: none"> Workflow enabled approval process flow Provision to attach Digital Signature to artefacts
6.7	Integration with external applications	<ul style="list-style-type: none"> Solution to expose APIs for integration with Skill Development Management System These APIs pertain to Finance, Accounting & Projects modules. Scope will be assessed during design phase
6.8	Business Continuity & Disaster Recovery	<ul style="list-style-type: none"> Ensure 99.99% uptime on a monthly basis under normal operating conditions

SL. No.	Function	High Level Scope
		<ul style="list-style-type: none"> In the event of a disaster, recovery of critical services must take place within 6 hours viz. Finance, Accounts and Employee Self Service
6.9	System Administration	<ul style="list-style-type: none"> System administration panel to be provisioned for user management, system monitoring and troubleshooting System alerts sent to system administrator & delegates
6.10	Scalability	<ul style="list-style-type: none"> The application must be able to support at least 400 users and scale up to 1000 users in next 3 years

4. Run Support

The vendor will be responsible for providing long term application run support to NSDC. The scope of run support shall include

- Setting up application support helpdesk to provide support on all work days between 9.00 am and 6.00 pm
- Setting up a support email Id and a telephone number which will be manned by support personnel provided by the bidder in the above stated work hours
- Setting up a suitable ticket management system, linked to Employee Self Service module, for effective management of support function
- Internal change management
- Email and SMS notification for every event or change of status of tickets
- Handholding at least 2 support personnel from each department of NSDC impacted by the project

5. Data Migration

A lot of historical data pertaining to Finance & Accounts, Human Resources and Loan Management exists within NSDC which is currently maintained on excel sheets. The bidder must employ suitable tools and experts to migrate the data from excel sheets to the ERP application. Necessary support from the business teams shall be provisioned to prepare the strategy for migration.

6. Project Phases and Timelines

As stated earlier, NSDC aims to develop the ERP solution in three phases viz. a) Gap analysis to assess scope of implementation b) Actual Implementation & Change Management followed by c) Application support & Helpdesk operation. In the table below, timelines have been indicated:

SL. No.	Phase	Description	Duration from the date of signing the contract (T) (weeks)
1	Gap Analysis	<ul style="list-style-type: none"> Assessment of as-is processes Recommendation of to-be processes 	T + 4 weeks
2	Implementation	<ul style="list-style-type: none"> Design & Development Data Migration Full cycle User Acceptance Testing Go-live and post go-live support Training of end users 	T + 12 weeks
3	Warranty	<ul style="list-style-type: none"> Warranty Support 	24 weeks from Go Live

SL. No.	Phase	Description	Duration from the date of signing the contract (T) (weeks)
		- Setup helpdesk and operate	
4	Run Support	- Application Support - Helpdesk operation	24 months after end of warranty support

7. Project Roles

NSDC expects the firm to deploy team of people who have the desired skills & experience to complete the work with highest quality and within the stipulated timeframe. NSDC reserves the right to eject resources from the team or request for replacement if the concerned resource(s) are not found to be suitable for the role or have a doubtful background or do not exhibit good conduct while on the project.

SL. No.	Role Name (Count)	Project Phase(s)	Min Exp. (Years)	Desired profile
1	Development Project Manager (One)	Design, Build, Test, Go-Live Warranty Support	10	<ul style="list-style-type: none"> - At least 8 years of Project Management experience. Preferably PMP/Prince certified - At least B.E./B.Tech. + MBA - Expert on at least one functional module in scope of the ERP application proposed - At least 3 implementation experiences - Good communication & inter-personal skill
2	Business Analyst - Finance & Accounts (One)	Design, Build, Test, Go-Live Warranty Support	8	<ul style="list-style-type: none"> - At least 8 years of functional configuration experience in the area of Finance & Accounts - MBA in Finance or a Chartered Accountant - Preference will be given to resources certified on the ERP finance module - Good communication & inter-personal skill
3	Business Analyst - Loan Management (One)	Design, Build, Test, Go-Live Warranty Support	3	<ul style="list-style-type: none"> - At least 3 years of functional configuration experience in Finance & loan processing - Preference will be given to resources certified on the ERP module - Good communication & inter-personal skill
4	Business Analyst - HRMS (One)	Design, Build, Test, Go-Live Warranty Support	3	<ul style="list-style-type: none"> - At least 3 years of functional configuration experience in HRMS module - Preference will be given to resources certified on the ERP module - Good communication & inter-personal skill
5	ERP Technical developers (Three)	Design, Build, Test, Go-Live Warranty Support	3	<ul style="list-style-type: none"> - At least 3 years of developing custom processing rules in the proposed ERP solution - At least B.E./B.Tech. PG not required - One developer per module viz. Finance & Accounts, Loan Processing and HRMS - Requirement of actual number of developers may be assessed during design phase
6	Data Migration	Design, Build, Test	3	<ul style="list-style-type: none"> - At least 3 years of experience into data migration from excel to the ERP solution

SL. No.	Role Name (Count)	Project Phase(s)	Min Exp. (Years)	Desired profile
	Technical Expert (One)			<ul style="list-style-type: none"> - Proficient on use of at least one automated tool for data migration - Good communication & inter-personal skill
7	Support Lead (One)	Warranty Support Run Support	10	<ul style="list-style-type: none"> - Experience of setting up helpdesk and operationalizing the same in at least 2 projects - ITIL certified resources will be preferred - B.E./B.Tech. with MBA - Proficient in use of excel for developing status dashboards - Proficient in configuration & operation of the Ticket Management Tool proposed
8	Testers (Two)	Test	2	<ul style="list-style-type: none"> - At least 2 years of ERP test experience - Any graduate - Requirement of actual number of testers will be assessed during design and build phases
9	Support Executives (Three)	Warranty Support Run Support	2	<ul style="list-style-type: none"> - At least 2 years of experience in providing support - One support personnel per module - Any graduate - Proficient in operation of Ticket Management System proposed - Ability to read/write/speak English & Hindi
10	System Administrator (One)	Run Support	5	<ul style="list-style-type: none"> - At least 5 years of experience in system administration of the proposed ERP solution - Proficient in using excel to produce status dashboards

NOTE: Firms to note that positions 1 – 7 are of Key Experts whose CVs will be evaluated at RFP stage.

8. Project Delivery Methodology

The project will be delivered basis a standard software development methodology recognized by the software development industry. Development Project Manager and Support lead must advise NSDC continuously on the software development process and monitoring procedures.

Project team deployed by the bidder will work mostly from their base location however for requirement gathering and to attend meetings with NSDC business users they may work from NSDC office. NSDC shall provide temporary work space to the resources required to work from NSDC office. However, it is expected that “Development Project Manager” spends more time at NSDC office.

9. Phase-wise Project Deliverables

Phase	Deliverables	Payment Term
Planning Phase	<ul style="list-style-type: none"> Approved Statement of Work Approved software delivery methodology & Work Plan Approved Staffing Plan Approved Quality Management Plan 	10%
Gap Analysis	<ul style="list-style-type: none"> Functional requirement specification for each module in scope Technical design document for each module in scope Related test plan and test cases 	25%
Implementation Phase	<ul style="list-style-type: none"> Unit tested application instance Source code (<i>subject to terms of usage stated in the contract</i>) System tested & UAT complete application instance Approved Change Requests implemented Updated test cases and test results 	25%
Go-Live	<ul style="list-style-type: none"> Production instance of the ERP solution Internal Change Management Plan 	10%
Warranty & Run Support	<ul style="list-style-type: none"> Operational helpdesk Operational Ticket Management System Continuous monitoring 	30% (Paid on quarterly basis upon submission of invoice)

10. Project Monitoring

The project will be continuously monitored by NSDC IT Head in consultation with the Development Project Manager and Support lead. It is expected that:

Status report will be submitted with NSDC every week containing the following information

- Module-wise progress report
- Risks & Issues
- Staffing status
- Status of Change Requests and impact to overall cost & schedule
- Adherence to project schedule (*quantitative approach will be preferred viz. Schedule Performance Index etc.*)
- Adherence to project effort (*quantitative approach will be preferred viz. Cost Performance Index etc.*)

NSDC will set up a steering committee, consisting of senior management personnel from NSDC and bidder organization, for review once in a month. Action items identified during steering committee shall be reviewed regularly to ensure thorough compliance.

11. Information Security Measures

The selected firm is expected to ensure integrity and security of employee and process data. Necessary measures must be put in place as a result of product security features and effective management of the

environment. Non-availability of ERP by the firm due to application security issues and/ or loss of data due to the reasons attributable to the System Integrator (SI) shall be considered as breach. Penalties, unless explicitly mentioned, would be deducted from the next due pay-out to the bidder will be calculated according to the below table.

SL. No.	Service Level Parameter	Penalty	Basis of Measurement/ Remarks
1	Maintenance of Integrity and Security of Employee & Process data	Rs. 1,00,000 per incident	Incidents of data loss or compromise in the integrity of data reported at the help desk and/ or reported to NSDC or incident logging through Firewall/ IPS or Virus / Malware Infections in the servers which has not be detected / removed.