

BIDDING DOCUMENT FOR RUDA
Government of the Punjab



**PROCUREMENT OF STANDARD SOFTWARE LICENSE &
IMPLEMENTATION SERVICES OF TIER 1 OFF-THE-SHELF
INTEGRATED AND SCALABLE SOLUTION SUITE –
ENTERPRISE RESOURCE PLANNING (ERP) SOLUTION,
RELATED HARDWARE, INCLUDING/AND ENABLING
DIGITALIZATION AND PAPERLESS ENVIRONMENT**

TENDER NO: RUDA/SS/ERP/2022/005

RAVI URBAN DEVELOPMENT AUTHORITY
Government of the Punjab

January 2023

INTRODUCTION

1. Ravi Urban Development Authority (RUDA) intends to develop urban areas of the province into sustainable, live able and well-managed engines of economic growth. Urban development and its management are critically linked with sound, comprehensive and strategic metropolitan level long-term planning. Over the years, rapid urbanization has changed the socio-economic and physical characteristics of the cities. The physical growth of the cities has emerged in a very different way from the land uses proposed in master plans and other such documents.
2. Lahore, the capital of the Punjab province, is rapidly urbanizing being a regional urban centre of key commercial, financial, industrial and socio-cultural significance. The estimated population of Lahore is above 10 million.
3. The Ravi, a transboundary river of India and Pakistan, is an integral part of the Indus River basin and forms the headwaters of the Indus basin. The waters of the Ravi drain into the Indian Ocean through the Indus River in Pakistan. Subsequent to construction of Thein Dam in 2000 upstream of Madhopur head works in India, surface flow to the Ravi has reduced to negligible level during winter months. Average annual flow between 1985 and 1995 was recorded as 5 MAF and due to irrigation and hydro power diversions in India, the average annual flow between the years 2000-2009 was reduced to 1.1 MAF. The Ravi remains almost dry except the monsoon season.
4. In addition to lower water level flows, the Ravi River at the downstream of Lahore also faces pollution problems. A 72 km stretch from Lahore Siphon to Baloki head works indicates heavy contamination of the water and sediment with various heavy metals owing to municipal and industrial sewage being disposed of untreated. Water and Sanitation Agency (WASA) Lahore, through its twelve disposal stations, discharges wastewater of the entire city directly to the Ravi River.
5. A substantial quantity of wastewater amalgamation into the Ravi River without treatment is a grave risk to the ecosystem, particularly the ground water source. According to a study, the increasing tendency of contaminants in the river can become more hazardous and may cause severe menace to quality of groundwater in the coming days, which is the potential source of drinking water for Lahore city.
6. In view of the city's projected expansion and issues related to water in the Ravi River, Government of the Punjab has planned the Ravi Riverfront Urban Development on both banks of the river alongside a 46 km long stretch that is contiguous to Lahore district's northern and western boundaries through its authority Ravi Urban Development Authority.

DISCLAIMER

This bidding document has been prepared and is being floated under RUDA Procurement Regulations, 2022 for inviting bids for **Procurement of Standard Off the Shelf Tier 1 ERP Solution** for Ravi Urban Development Authority (RUDA).

It is important to note and for Record, Transparency, Clarity's sake and to avoid any confusion or unnecessary criticism, its declared that any terms used here in this document in its entirety which are also being used by any or many ERP offered solution/s would be just coincidental and must not be construed as being biased towards any particular System, offering or OEM.

The bidding document information, evaluation criteria and draft contract shall be used for selection of lowest evaluated bidder. RUDA employees, personnel, agents, consultants, advisors, and bidders etc. shall not be liable to reimburse or compensate the recipient of the document and prospective bidder participating in the bidding process for costs, fees, damages or expenses incurred by the recipient of the document or the prospective bidder in valuating or acting upon this document or otherwise in connection with the assignment as contemplated herein after.

The submission of bids by the prospective bidder shall be deemed to be upon full comprehension and agreement if any or all terms of the document and such solicitations shall be deemed as an acceptance to all the terms and conditions stated in this document.

Bids submitted by prospective bidder in response to the Invitation to Bid (ITB) shall be construed to be based on full understanding and comprehension of each clause of the document after due diligence and carefully verifying and examining the information, data, criteria, terms and conditions mentioned in the document. Mere obtaining the document and participation in the bidding process shall neither constitute a solicitation to invest nor termed as a guarantee or commitment of any manner on the part of Ravi Urban Development Authority (RUDA) that the contract shall be awarded. RUDA reserves the rights in its full discretion to modify the document or the assignment at any time prior to the award of contract and shall not be liable to reimburse or compensate the bidders for any cost, taxes, expense or damage incurred by the bidders during their participation in the bids.

RUDA in terms of Rule 35 of RUDA Procurement Regulations, 2022 reserves the right in its full discretion to revoke the bidding process and reject all the bids or proposals at any time prior to the acceptance of a bid or proposal and shall incur no liability solely by virtue of its invoking ibid rule towards the bidders.

Mere submission of bids does not generate or cerate right of the bidders to selection.

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The bidders are expected to go through the bidding document and all instruction forms, terms, specification and chart / drawings and precisely comprehend it fully and furnish all information required by bidding documents along with supporting documents if any while submitting the bid. Failure to furnish the required information or documents shall make the bid non-responsive which may lead to its rejection.

In case of any quandary or clarification about the instructions / provisions hereinafter referred in the bidding document the procuring agency can be contacted for resolution of the issue but all such clarification shall be entertained which are received one week prior to last date of bid submission.

1. INVITATION TO BIDDERS

Ravi Urban Development Authority (hereinafter referred to as Procuring Agency) Government of the Punjab intends for the procurement of (Standard Off the Shelf Tier 1 ERP Solution) hereinafter referred as **“the services”**.

According to the contract duties outlined below in the bidding document, the successful bidder shall be obligated to deliver the Services to RUDA within a specific timeframe.

Bidding is open to interested businesses that are registered with the income tax and sales tax departments.

PART – I

2. INSTRUCTIONS TO BIDDERS

2.1. Scope

Ravi Urban Development Authority, (RUDA), (hereinafter referred to as “the Procuring agency”) invites / request for proposal (hereinafter referred to as “the Tenders”) for Procurement of Standard Off the Shelf Tier 1 ERP Solution.

The objective of “Instructions to Bidders” is to provide bidders information to submit their bids in response to this Request for Proposal (RFP) document, according to the requirements defined in this RFP document and in the same order/sequence as set forth in this RFP document. Bidders are required to follow the below requirements for their bids:

2.2. Eligibility Criteria

Eligible Bidder/Tenderer is a Bidder/Tenderer who:

- Has a registered/incorporated company/firm in Pakistan with relevant business experience of last one (1) year;
- Must be registered with Tax Authorities as per prevailing tax rules (Only those firms / companies which are validly registered with sales tax and income tax departments and having sound financial strengths can participate);
- has valid Registration of General Sales Tax (GST) / Punjab Services Tax (PST) & National Tax Number (NTN) and must be included in Active Tax Payer List;
- has submitted bid for complete scope of work along with relevant bid security;
- has not been blacklisted by any of Provincial or Federal Government Department, Agency, Organization or autonomous body or Private Sector Organization anywhere in Pakistan (Submission of undertaking on legal stamp paper is mandatory) for tender;
- has the required relevant qualified personnel and enough strength to fulfill the requirement of assignment.
- Conforms to the clause of “Responsiveness of Bid” given herein this tender document.

The bids will be rejected if any shortcoming occurs in the following:

- Signed “Form of Bid”, as per format given in Annexure-III, with official stamp affixed on it is not provided;
- Form of Bid is not submitted in original, on bidder’s letterhead and with signatures, as required, and official stamp. Copy (whether scanned colour copy or photocopy) would not be acceptable;
- Bid security, as per required form and format, is not provided in technical bid;
- Bids submitted without FBR registration certificates and bidder not being appearing on Active Tax payer list of FBR;
- Bid is un-sealed, un-signed, partial, conditional, alternative, late;
- Bidder(s) has been found blacklisted;
- Bidder(s) having actual or potential conflict of interest with RUDA or intended assignment;
- Each bidder shall submit only one bid, multiple bid submissions shall render the bidder disqualified; and
- Bidder(s) engages in corrupt or fraudulent practices during the process.

2.3. Operating Laws / Rules

RUDA Procurement Regulations 2022 shall be the Operative Law which shall be strictly followed and can be downloaded from RUDA website:

<https://ruda.gov.pk/legal-framework>

2.4. Publication Mode

RUDA website and Print media: As per Rule 12(1), this tender is being placed online at RUDA’s website as well as being advertised in print media.

The prospective bidders can download the Tender from RUDA’s website (<http://www.ruda.gov.pk>).

2.5. Cost of Bidding Document

The prospective bidder can acquire the bidding document from **Procurement Wing of Ravi Urban Development Authority (RUDA)**, 151 Abu Bakar, Block Garden Town, Lahore on deposit pay order of Rs. 100,000/- (Non-refundable being the tender Cost) issued by schedule bank in Pakistan, on any working day (Monday to Friday) during office hours or may download the same from RUDA’s website but such document shall be accepted only with the pay order is attached with the bidding document.

Bidders who receive the RFP documents shall send an acknowledgement to RUDA by email at haroon.rauf@ruda.gov.pk. The acknowledgement shall have full contact details of its contact person. Any communication/response to the clarifications shall be shared with such provided contact person(s). RUDA assumes no liability for non-receipt of communication/clarifications for such bidders who do not share the required contact details.

2.6. Bidding Procedure

Single Stage – Two Envelope Bidding Procedure as stipulated under Rule 39(2)(a) of RUDA Procurement Regulations 2022 shall be applied.

- a) the bid shall be a single package consisting of two separate envelopes, containing separately the financial and the technical proposals;
- b) the envelopes shall be marked as “Financial Proposal” and “Technical Proposal”;
- c) in the first instance, the “Technical Proposal” shall be opened and the envelope marked as “Financial Proposal” shall be retained unopened in the custody of the procuring agency;
- d) the procuring agency shall evaluate the technical proposal in the manner prescribed in advance, without reference to the price and shall reject any proposal which does not conform to the specified requirements;
- e) during the technical evaluation no amendments in the technical proposal shall be permitted;
- f) after the evaluation and approval of the technical proposals, the procuring agency shall open the financial proposals of the technically accepted bids, publicly at a time, date and venue announced and communicated to the bidders in advance, within the bid validity period;
- g) the financial bids found technically non-responsive shall be returned un-opened to the respective bidders; and
- h) the lowest evaluated bidder shall be awarded the contract.

2.7. Opening of the Bid

a) Submission and Opening of Bid:

The bidders will submit their bids in **one (01) original and one (01) copy** in hard form along with **one soft copy** on USB drive, in PDF as well as native MS Word/Excel formats. All the pages of the bid must be sequentially numbered. Form of Bid in technical bid and Price Schedule in financial bid must be stamped & signed by the representative authorized at clause 6 of the Form of Bid (Annexure-III). All other pages of the bid must be stamped and initialed by the representative authorized at clause 6 of the Form of Bid.

Pre-Bid meeting will be held on 25 January 2023 by 11:00 AM.

The last date for submission of bid shall be **01 February 2023 by 11:00 AM.**

- b) All bids submitted shall be opened after one hour of the submission time on the submission date and venue.

NOTE:

- RUDA shall not be responsible for any cost or expense incurred by a bidder in connection with the preparation or delivery of bid.
- Incomplete and overwritten bids will be rejected forthwith.
- RUDA in terms of Rule 35 of RUDA Procurement Regulations 2022 reserves the right in its full discretion to revoke the bidding process and reject all the bids or proposals at any time prior to the acceptance of a bid.
- In case of official holiday or any local holiday falling on last submission date the next working day will automatically be the last date of submission and opening of the bid.

2.8. Assurance

The successful bidder shall be required to submit performance guarantee amounting to **10%** of the contract value in the form of CDR issued by any scheduled bank of Pakistan in favour of Ravi Urban Development Authority.

BIDDING DOCUMENTS

2.9. Contents of Bidding Document

The required bidding procedures involved and contract terms and conditions are prescribed in the bidding documents. In addition to the invitation of bids, the bidding documents include:

- a) Instructions to bidders
- b) Evaluation Criteria
- c) Technical Requirements/Scope of Work
- d) Bidding Forms
- e) Contract Forms
- f) Conditions of Contract

The bidder is required to examine all instructions, forms, terms and requirements stipulated in the bidding document. Failure to furnish all information required by the bidding document or submission of a bid not substantially responsive to the bidding documents in any respects may result in rejection of the bid.

2.10. Clarification of Bidding Document

The prospective bidders requiring any further information or clarification regarding the bidding document may contact the RUDA designated officer in writing or by visiting at the following address:

MR. HAROON RAUF
DEPUTY DIRECTOR PROCUREMENT
RAVI URBAN DEVELOPMENT AUTHORITY
151 ABU BAKAR BLOCK, GARDEN TOWN, LAHORE
TEL: +92-42-99333531-6
E-mail: haroon.rauf@ruda.gov.pk

NOTE:

– All those requests for seeking information / clarification pertaining to the aforementioned procurement process / bidding documents which are received at least 07 days prior to the deadline for the submission of the bid shall be responded.

2.11. Amendment in Bidding Documents

- a) At any time prior to the deadline for submission of bid, RUDA, for any reason, whether at its own initiative or in response to a clarification requested by the prospective

bidder, may modify the bidding document through amendment.

b) The amendment made shall be part of the bidding document and shall be made available for information of all the prospective bidders in a timely and on equal opportunity basis in a manner similar to that of the original advertisement through addendum / corrigendum.

c) In order to afford the prospective bidder reasonable time in which to take the amendment into account in preparing its bid, RUDA may, at its discretion, extend the deadline for the submission of bid.

BID PREPARATION

2.12. Language of Bid

The bid prepared by the bidder and all correspondence and documents relating to the bid exchanged by the bidder and the Client shall be written in the English language. Any printed literature furnished by the bidder if written in another language, provided that this literature is accompanied by an English translation, in which case, for purposes of interpretation of the bid, the English translation shall govern.

2.13. Documents Comprising the Bid

The evaluation of bid submitted shall be inclusive of, but not limited to, the following documents:

a. Bid Form

The bidder shall complete the bid form in accordance with **clause 2.14**.

b. Price Schedule

The bidder shall complete the stipulated price schedule provided in the bidding documents for one or all the services as mentioned therein in accordance with **clauses 2.15 & 2.16**.

c. Bid Security

The bidder shall furnish the bid security in accordance with **clause 2.17**.

2.14. Bid Form

The bidder shall complete the bid form duly signed by the authorized personal along with the stamp of the bidder's organization and all the schedules provided in the bidding documents.

2.15. Bid Prices

a) The bidder shall complete the schedule for all or any one of the services on which he or it intends to quote rate as per the instructions contained in this document.

b) Prices quoted in the price schedule for the services intended to be provided shall be entered in the following manner:

- i. The price of the services quoted will be for inter-city and intra-city inclusive of applicable taxes.
- ii. Bidder shall quote rate for one or more services in (schedules) and shall right nil against services not quoted.

- iii. The blank or partially / conditionally filled document of any service shall be considered non-competitive for the specific service.
- iv. The price is to be submitted in Pak Rupee (PKR) only and shall be inclusive of all state taxes (Federal / Provincial). Any price quoted inadvertently not including any of the state taxes shall be deemed to have included all the taxes. The onus of non-inclusion of any of the state taxes shall fall on the bidder.
- c) Prices quoted by the bidder shall remain fixed and operative/valid until completion of the contract, and will not be subject to variation or modification on account of escalation or change in the state taxes.

2.16. Bid Currencies

Prices shall be quoted in Pak Rupee (PKR).

2.17. Bid Security

- a) Pursuant to clause **2.13(c)**, the bidder shall furnish as part of its bid, a bid security equal to **PKR 5,000,000/-** in the form of CDR / Pay Order / Bank Guarantee issued by any scheduled bank of Pakistan having validity of 180 days, in favor of Ravi Urban Development Authority.
- b) All unsuccessful bidder's bid security will be released and returned after award of the contract.
- c) The successful bidder security will be returned after the receipt of performance guarantee prior to the execution of the contract.
- d) **The bid security maybe forfeited:**
 - i. If the bidder withdraws its bid during the period of bid validity specified in the bidding documents.
 - ii. if the bidder fails:
 - To furnish the performance security within the specified time.
 - To sign the contract in accordance with **clause 2.32**.

2.18. Bid Validity

- a) The bid shall remain valid for **180 days** from the closing date of bid submission as stipulated in the bidding document.
- b) Notwithstanding **clause 2.18(a)** above, RUDA may solicit the bidder's consent to an extension of the period of bid validity. The request and the responses thereto shall be made in writing on either side in any communication medium. If the bidder agrees to the extension request, the validity of the bid security under **clause 2.17(a)** shall also be extended accordingly. The bidder may refuse the request, in that case forfeiture of bid security shall not be affected and the bidder will not be required or permitted to modify its bid.

2.19. Format and Signing of Bid

- a) The Bidder shall be required to submit duly filled and signed original bidding documents.

- b) Only prescribed bid forms shall be used and not to be retyped. The original bid shall be signed by the bidder or a person duly authorized to sign on behalf of the bidder. Such authorization shall be supported by written power of attorney accompanying the bid. All pages of the bid where entries and amendments have been made shall be initialed by the authorized person signing the bid. The prices quoted in numbers shall also be given in words and in case of any dispute the prices quoted in words shall be preferred.
- c) The bid shall contain no interlineation, erases or overwriting except as necessary to correct errors made by the bidders, in which case such corrections shall be initialed by the bidder or authorized person signing the bid.

2.20. Sealing and Marking of Bid

- a) The bidder shall seal his technical bid in a separate envelope clearly and legibly marked as **Technical Bid**.
- b) The Financial Bid similarly shall be sealed in a separate envelope clearly and legibly marked as **Financial Bid** with a caution not to be opened before the Technical Bid is opened.
- c) Both the sealed envelopes (Technical / Financial) shall be sealed in another envelope clearly and legibly marked as ("**Bid for Procurement of Tier 1 ERP Solution Software License, Related Top Off the Rack required Hardware & Implementation Services of Tier 1 Off-The-Shelf ERP Solution for RUDA**") and labelled with the name, address and contact number of the bidder.
- d) The sealed envelope shall be submitted on the following address and shall only be accepted on production of copy of CDR amounting to **PKR 5,000,000/-** on account of bid security:

**RAVI URBAN DEVELOPMENT AUTHORITY
151 ABU BAKAR BLOCK, GARDEN TOWN, LAHORE**

- e) The main envelope shall indicate the name and address of the bidder to enable the bid to be returned unopened in case of delayed submission.
- f) Bids sent electronically shall not be entertained.

2.21. Deadline for Submission of Bids

- a) The original bid must be received by RUDA authorized officer / employee at the time specified in **clause 2.7** above.
- b) RUDA may at its discretion, extend the deadline for the submission of its bid by amending the bidding document in accordance with the **clause 2.11** in which case all rights and obligations of RUDA and bidders subject to previous deadline will thereafter be subject to the deadline as extended.

2.22. Delayed Bid

The bids received by RUDA after prescribed date and time shall be rejected forthwith and returned to bidder unopened however any bid received after the closing time but prior to

opening of the bids shall to the entire discretion of the Procuring Officer will be accepted or rejected.

2.23. Modification and Withdrawal of Bid

- a) The bidder may modify or withdraw its bid after submission of the bid through a written notice for modification or withdrawal and the same is received by RUDA prior to the last date of submission of bid.
- b) No bidder shall be allowed to alter or modify the bid after the closing date for the submission of the bid.
- c) A bid once opened in accordance with the prescribed procedure shall be subject to only those rules, regulations and policies that are in vogue at the time of issuance of notice for invitation of bid.

OPENING AND EVALUATION OF BIDS

2.24. Opening of Bid

- a) The bid shall be opened, on the same date one hour after the bid submission closing time in the presence of bidders or their representatives who choose to be present at the time and date specified in **clause 2.7(a)**, in the office of RUDA at the address given in **clause 2.20(d)**. The bidders or their representatives present at the occasion shall be required to mark their attendance as evidence to bear witness to the bid proceedings.
- b) The bidders name shall be announced and only technical bid on the bid opening date shall be opened. RUDA at its convenience may announce the result of technical bid on the same day or appropriate time shall be announced for declaring the result of technical evaluation. The financial bid shall also be opened on the day when the result of technical evaluation shall be announced. Only those financial bids shall be opened which qualify and emerge responsive technically. All financial bids of bidders which do not technically emerge responsive shall be returned unopened.
- c) The collective result of technical and financial responsiveness of the bids shall form the grading of the bidder as first lowest, second lowest etc.
- d) The bids will be evaluated as per the evaluation criteria provided at Annexure-IV. Bidders are required to secure at least **80% marks** on overall basis for technical qualification.
- e) Bidders who score passing marks in the technical evaluation shall be declared technically qualified and will be invited for financial bid opening.

2.25. Clarification of Bids

To assist in the examination, evaluation and comparison of bid, RUDA may at its discretion ask the bidder for clarification of its bid. All responses to such requests shall be in writing and no change in the price or substance of the bid shall be allowed.

2.26. Determination of Responsiveness of Bid

- a) Prior to carrying out detailed evaluation and scrutiny of the bid, all bids shall be examined to determine the substantial responsiveness of the bid to the prerequisites

mentioned in the bidding documents. A substantially responsive bid shall be the one which:

- i. Meets the eligibility criteria specified in **clause 2.2**.
 - ii. Has been properly signed on the bid form.
 - iii. Is accompanied by the required securities and such securities are valid covering the required period.
 - iv. The technical requirements should meet the major technical criteria as specified in technical specifications / technical bid form of this document.
 - v. Fixed price i.e., the bid does not offer a scalable price quotation.
 - vi. Is otherwise complete and generally in order.
 - vii. Conforms to all the terms, conditions and specifications of the bidding documents without material deviation or reservation. A material deviation or reservation is one that:
 - a. Affects any substantial change in scope, quality or performance of the services or
 - b. Limits in any substantial way, inconsistent with the requirement of the bidding document, the client rights or the bidder's obligation under the contract.
- b) The bidder's responsiveness shall be based on the contents of the bids itself without recourse to extrinsic evidence.
- c) The bid determined as not substantially responsive shall be rejected by RUDA and shall not be allowed to be made responsive subsequently by the bidder by correction, modification or withdrawal of the nonconforming deviation or reservation.
- d) RUDA possesses the right to waive any minor infirmity / non-conformity / irregularity in the bid.

2.27. Evaluation and Comparison of Bid

RUDA in terms of **clause 2.26** will evaluate and compare the bids previously determined to be substantially responsive.

2.28. RUDA's Right to Accept or Reject the Bid

RUDA in terms of Rule 35 of RUDA Procurement Regulations, 2022 reserves the right to reject all the bids and annul the bidding process at any stage of bidding process prior to the award of the contract without thereby incurring any liability to the bidder or any obligation to inform the bidder(s) as to justification for such rejection.

AWARD OF CONTRACT

2.29. Post-qualification and Award Criteria

- a) RUDA will determine at its satisfaction whether the bidder has offered the services at reasonable prices consistent with the current prevailing market prices and is qualified to satisfactorily perform the contract.
- b) An affirmative determination will be prerequisite for award of the contract to the bidder. Any negative determination will result in the rejection of the bidders bid. RUDA will award the contract to the bidder if its bid has been determined to be substantively

responsive to the bidding documents and consistent with the current market prevailing prices as determined by RUDA provided further the bidder is determined to be qualified to satisfactorily perform the contract.

2.30. Right to Vary Quantities after Award of Work

RUDA reserves the right to increase or decrease the quantum of the services to be procured as per requirement during the contract period without any change in unit price or other terms and conditions.

2.31. Notification of Contract Award

- a) Prior to the expiration of the period of bid validity, RUDA will notify the bidder in writing by registered letter that its bid has been accepted. Such correspondence shall be termed as **LETTER OF ACCEPTANCE**.
- b) The notification of award of contract shall constitute the formation of contract until the contract has been affected.

2.32. Signing of Contract

- a) After the acceptance of performance security by RUDA, the successful bidder shall be sent a formal agreement format (already provided in the bid document) incorporating all the terms and conditions therein.
- b) Within 03 days of receipt of such formal agreement signing call, the bidder / service provider shall be required to sign the same and return it to RUDA.

2.33. Performance Security

Upon receipt of letter of acceptance from RUDA, the successful bidder shall be required to deposit **10%** of the contract value as **performance security** in the form of CDR issued by any scheduled bank of Pakistan in favour of Ravi Urban Development Authority.

2.34. Income Tax, General Sales Tax and Services Tax

RUDA may carry out verification to confirm the veracity of declaration of the bidder of being registered with Income Tax, Sales Tax Departments and Punjab Revenue Authority.

2.35. Blacklisting

- a) If the bidder fails / delays in performance of any of the obligations, under the Contract, violates any of the provisions of the Contract, commits breach of any of the terms and conditions of the Contract, RUDA may in terms of Rule 20/21 of RUDA Procurement Regulations 2022, at any time, without prejudice to any other right of action / remedy, blacklist the bidder, either indefinitely or for a stated period, for future participation in procurement processes in public sector.
- b) If the bidder is found to have engaged in corrupt or fraudulent practices in competing for the award of contract or during the execution of the contract, RUDA may in terms of Rule 20/21 of RUDA Procurement Regulations 2022, at any time, without prejudice to any other right of action / remedy, blacklist the bidder, either indefinitely or for a stated period,

for future participation in procurement processes in public sector besides RUDA may simultaneously get a case register against the bidder under section 420,468,469 of PPC Act 1860.

2.36. Forfeiture of Performance Security

If the bidder fails / delays in performance of any of the obligations, under the Contract / violates any of the provisions of the Contract / commits breach of any of the terms and conditions of the Contract, RUDA may, without prejudice to any other right of action / remedy may forfeit Performance Security of the Bidder. Failure to supply required services within the specified time period will invoke penalty as specified in this document. In addition to that, Performance Security amount will be forfeited and the company will not be allowed to participate in future tenders as well.

2.37. Termination for Default

a) If the contractor fails / delays in performance of any of the obligations, under the Contract / violates any of the provisions of the Contract / commits breach of any of the terms and conditions of the Contract, RUDA may, at any time, without prejudice to any other right of action / remedy it may have, by written notice served upon the contractor with a copy to the Client, indicating the nature of the default(s) and terminate the Contract, in whole or in part, without any compensation to the contractor. Provided, that, if the procuring agency condition the termination with some timeline to remove the default, the termination shall automatically start activated without any notice on or after expiry of such timeline.

b) If RUDA terminates the Contract for default, in whole or in part, RUDA may procure, upon such terms and conditions and in such manner as it deems appropriate, Services / Works, similar to those undelivered, and the contractor shall be liable to RUDA for any excess costs for such similar Services / Works. However, the contractor shall continue performance of the Contract to the extent not terminated in case of part termination.

c) If the contractor becomes bankrupt or otherwise insolvent, RUDA may, at any time, without prejudice to any other right of action / remedy may have, by written notice served upon the contractor, indicate the nature of the insolvency and terminate the Contract, in whole or in part, without any compensation to the contractor.

d) RUDA may, at any time, by written notice served upon the contractor, terminate the Contract, in whole or in part, for its convenience, without any compensation to the contractor.

2.38. Force Majeure

a) The contractor shall not be liable for Liquidated Damages (LD), forfeiture of its Performance Security, blacklisting for future tenders, termination for default, if and to the extent its failure / delay in performance / discharge of obligations under the Contract whatever the status be, is the result of an event of Force Majeure.

b) If a Force Majeure situation arises, the Bidder shall, by written notice served to RUDA, indicate such condition and the cause thereof. Unless otherwise directed by RUDA in writing, the contractor shall continue to perform under the Contract as far as is reasonably practical, and shall seek all reasonable alternative means for performance not prevented

by the Force Majeure event.

2.39. Dispute Resolution

RUDA and the bidder shall make every effort to amicably resolve, by direct informal negotiation, any dis-agreement or dispute arising between them under or in connection with the Contract. In case of failure, the decision of Chief Executive Officer RUDA shall be final and binding on both the parties.

2.40. Statutes and Regulations

- a) The Contract shall be governed by and interpreted in accordance with the laws of Pakistan.
- b) The contractor shall, in all matters arising in the performance of the Contract, conform, in all respects, with the provisions of all Federal, Provincial and Local Laws, Statutes, Regulations and By-Laws in force in Pakistan, and shall give all notices and pay all fees required to be given or paid and shall keep RUDA indemnified against all penalties and liability of any kind for breach of any of the same.
- c) Subject to Section 56(d) of Specific Relief Act 1877, The Courts at Lahore shall have the exclusive territorial jurisdiction in respect of any dispute or difference of any kind arising out of or in connection with the Contract.

2.41. Taxes and Duties

The Bidder shall be entirely responsible for all taxes, duties and other such levies imposed, make inquiries on Income Tax / Sales Tax and Services Tax to the concerned authorities of Income Tax, Sales Tax Department, Punjab Revenue Authority Government of Pakistan and Government of the Punjab, whatever so applicable.

2.42. Contract Cost

The Bidder shall bear all costs / expenses associated with the preparation of the Contract and RUDA shall in no case be responsible / liable for those costs / expenses.

3. EVALUATION CRITERIA:

BASIC CRITERIA:

Bidders shall submit all relevant documents, in their bids, required to evaluate/assess the bidders as per the criteria mentioned hereunder. Bidders shall be evaluated and marks shall be given only on the basis of the documents provided in the bids. Provision of relevant and clear/unambiguous documents shall be responsibility of the bidders. Documents/details shall be provided in a manner that the required information is clearly mentioned/highlighted/marked. All supporting documents e.g., company profile, incorporation certificates, experience certificates, testimonials, client details, previous contracts/purchase orders/work orders, personnel profiles/CVs, documents related to financial strength etc. must be available and clearly identified in the bid.

Sr. No.	Description	Response Required
1.	Certificate of Registration in Pakistan	Mandatory
2.	Income Tax Registration	Mandatory
3.	General Sales Tax Registration	Mandatory
4.	Audited financial statements of last 3 years	Mandatory
5.	Average Annual turnover of at least PKR 2000 million during last 3 years	Mandatory
6.	At least 5 years of experience in Software License provisioning & Implementation Services of Tier -1 ERP Solutions	Mandatory
7.	The bidder must be a single legal entity and not be a consortium of firms or a joint venture. Confirmation on Company's Letterhead to be provided.	Mandatory
8.	The Bidder must have an active Big 4 partnership agreement with the OEM of the proposed ERP Solution to provide Software Licenses and Implementation services of the proposed ERP Solution in Pakistan – at least gold level partner. Valid OEM Certificate to be provided.	Mandatory
9.	The bidder must have experience and facilities/personnel for end user trainings and must have OEM Certified/Authorized training Partnership. Valid OEM Certificate to be provided.	Mandatory
10.	The bidder must have a valid OEM Certified Centre of Expertise for providing the required Software Maintenance & Support Services on behalf of the OEM in Pakistan. Valid OEM Certificate to be provided	Mandatory
11.	The proposed ERP Solution must be OEMs flagship product – OEMs documentation and OEM's confirmation through letter/email to be provided.	Mandatory
12.	The bidder must have its presence (office/branch office or permanent resources) in the following cities of Pakistan: <ul style="list-style-type: none">• Lahore;• Islamabad / Rawalpindi; and• Karachi.	Mandatory

Sr. No.	Description	Response Required
	Confirmation to be provided on Company's Letterhead along with the address of the office locations and/or name(s) of the permanent resources	
13.	The Service Level Agreement (SLA) – System Availability Percentage of Proposed ERP Solution must be at least 99.5% during each month of the year. OEM Confirmation through a letter/email to be provided.	Mandatory

The Bidders who have duly complied with the Basic Eligibility/Qualification and Technical Evaluation Criteria will be eligible/responsive for further processing.

The Bids, which do not conform, to the technical requirements or Bid conditions or Bids from the Bidders without adequate capabilities will be rejected.

The Responsive/Technically Qualified Bidders will be considered for further evaluation.

The Technical proposals shall be evaluated by the technical evaluation committee in the light of following evaluation criteria:

S.#	Evaluation Parameter for proposal	Quantity Description	Marks
1.	Company Profile	All companies should have sales tax and income tax registration numbers.	15 Marks
A	Years of Experience for Tier-1 ERP Solution Implementation – SECP incorporation certificate to be provided.	Greater than or equal to 5 Years AND Less than 7 Years	2
		Greater than or equal to 7 Years AND Less than or equal to 10 Years	4
		Greater than 10 Years	5
B	ISO Certification (or documented proof of ISO certification/Audit, if certificate is not provided) (Having only one certificate will have no marks)	• Must have both ISO 9001 and 27001	2
		• Must have both ISO 9001 and 20000	5
		• Must have both ISO 20000 and 27001	10
2.	Financial Soundness / Status		10 marks
A	Average Annual turnover during last 3 years – Audited financial statements of last three years to be provided.	Greater than or equal to PKR 2000 million AND less than PKR 3000 million	7
		Greater than or equal to PKR 3000 million AND less than or equal to PKR 4000 million	10
3.	Company Experience		30 Marks
A	Experience of Tier-1 ERP Solution Licensing, Implementation and/or support Contracts with each Customer of total value greater than PKR 400 million – Submit contracts or	Greater than or equal to 20 Customers AND Less than 30 Customers	3
		Greater than or equal to 30 Customers	5

S.#	Evaluation Parameter for proposal	Quantity Description	Marks
	completion certificates with costs specified		
B	Experience of implementation and/or support of ERP Solutions in Public sector – Submit contracts or completion certificates with costs specified	Greater than or equal to 20 Customers AND Less than 30 Customers	3
		Greater than or equal to 30 Customers	5
C	Experience of implementation and/or support of ERP Solutions in Professional Services and/or MNCs, Real Estate/Govt Authorities (expected Turn Over more than PKR 20 Billion) / ICT Organizations – Submit contracts or completion certificates with costs specified	Greater than or equal to 20 Customers AND Less than 308 Customers	3
		Greater than or equal to 30 Customers	5
D	Overall Project Experience of the OEM's Flagship ERP Solution (ERP Solution Implementation: back-office Operations and/or Support Projects) – Submit contracts or completion certificates with costs specified	Greater than or equal to 20 Customers AND Less than or equal to 30 Customers	2
		Greater than 30 Customers AND Less than 50 Customers	3
		Greater than or equal to 50 Customers	5
E	Experience of implementing all of the ERP Solution modules as mentioned in the scope of work below; <i>Submit contracts or completion certificates with costs specified</i>	Yes	5
F	Partnership Status with the expected Tier-1 OEM – OEM's partnership certificate to be provided.	Gold	3
		Platinum/Diamond	5
4.	Presentation on the following aspects of Project		20 Marks
A	Understanding of scope of work	Average solution/understanding which caters the requirements of RFP.	2
		Moderate solution/understanding which caters the requirements of RFP.	3
		Excellent solution/understanding which caters the requirements of RFP.	5

S.#	Evaluation Parameter for proposal	Quantity Description	Marks
B	Support & Maintenance Plan	Average solution/understanding which caters the requirements of RFP.	2
		Moderate solution/understanding which caters the requirements of RFP.	3
		Excellent solution/understanding which caters the requirements of RFP.	5
C	Proposed Solution and Implementation Strategy	Average solution/understanding which caters the requirements of RFP.	2
		Moderate solution/understanding which caters the requirements of RFP.	5
		Excellent solution/understanding which caters the requirements of RFP.	10
5.	Team Qualifications		25 Marks
A	Project Manager (with diverse industry experience)	16+ Years of SE/Computer Science Experience 10+ Years of ERP Implementation expected 50M+diamond certification in MNCs Govt Large Companies	5
B	<ul style="list-style-type: none"> – Functional Consultants – Accounts / Finance – HR – Procurement – Project Management – Construction Management – CRM 	16+ Years of academic qualification for each Consultant. 3-5 Years of Technical Experience of each functional consultant 5+ Years of Financial Consultant Must be ACCA-PQE	3 5
C	Technical Consultant	16+ Years of academic qualification. Experience 3-5 Years 5+ Years	3 5
D	Quality Assurance Manager	16+ Years of academic qualification. Experience 3-5 Years 5+ Years	3 5
E	Certifications in the Modules of Tier-1 ERP relevant technologies etc.	1 to 5 6 to 10 10 & above	2 3 5

Additional Requirements for evaluating proposed ERP Solution Strength			Select [✓]
A	The Proposed Core ERP System is available on Any Premise (on-premise, on public/private Local cloud, 3 rd party hosting or hybrid deployment)	Yes (Confirmation from OEM to be shared)	
B	Proposed Core ERP System has built-in Industry Best Practices for Public Sector Organizations	Yes (Official documentation of the OEM and OEM's confirmation through letter/email to be shared)	
C	Same Code Base for at least all stated modules (Pre-integrated at design Level). All of these module do not comprise scope of work but these should be available within the proposed Core ERP System. Official Documentation of the OEM and OEM's confirmation through letter/email to be shared <i>The modules not mentioned in the scope of work can be implemented in the future if required under a separate contract</i>		
D	User interface (Max 30 – free of Cost) Official Documentation of the OEM to be shared [Both Hard Copies and Soft Copies]	Thick Client	
		Browser	
		Mobile	
E	Tool for Management of Configurations in Core ERP System	Yes (Official Documentation of the OEM and OEM's confirmation through letter/email to be shared)	
F	Licensing Model: Official Documentation of the OEM to be shared and OEM's confirmation through letter/email to be shared	Complete Bundled Licensing	
		Partial Bundled Licensing	
		Module wise Licensing	

Note:

- Off the shelf Tier 1 International ERP
- Preferably have MNC, Large Local Org. and Public Sector Implementation experience
- Certificate of warranty and after sale services

- d) Verifiable documentary proof for all above requirements and criteria points are required and marks will be awarded on the basis of these verifiable proofs. Bidder must include checklist for above requirements in their bid.
- e) 80% weightage will be given to the technical proposal and 20% weightage will be given to financial proposal.
- f) Financial proposals of only technically qualified bidders (getting 80 marks or above) will be opened.
- g) The bidder getting maximum marks on 80-20 weightage (80% for technical and 20% for financial) will be selected.

The following general requirements are mandatory:

- a) OEM must be fully incorporated internationally or as locally entity in Pakistan.
- b) OEM should have Presales, Sales and Post Sales Services presence in Pakistan or partnership to arrange it on 3 Working Days' notice Globally.
- c) End to End complete solution must be on-premises or hosted locally in Pakistan
- d) Data must not be replicated, hosted or backed-up outside of Pakistan data centre in any shape, form or technology, unless advised and required by RUDA in writing through its authorized person – CEO or ED – ED IT & IOT and Finance Jointly.
- e) Prices must be quoted in Pak Rupees.
- f) OEM has to ensure Prices lock for Upgrade and Support for 5 years, regardless of the USD/PKR exchange rate.

FINANCIAL EVALUATION CRITERIA:

Technically qualified/responsive Bidder(s) shall be called for opening of the Financial Proposal(s) only. The Financial Proposals will be opened in the presence of the Bidders at the time and venue indicated by RUDA accordingly. The technically Responsive/Successful Bidder(s) or their authorized representatives shall be allowed to take part in the Financial Proposal opening.

Financial Proposal evaluation shall be conducted under RUDA Procurement Regulations, 2022. The bid Prices will include all duties, taxes and expenses etc. In case of any exemption of duties and taxes given by the Government in favour of RUDA, the service provider shall be bound to adjust the same in the Financial Proposal.

In case of discrepancy between the cost/price quoted in Words and in Figures, the lower of the two will be considered.

In evaluation of the price of services which are subject to excise duty, sales tax, income tax or any other tax or duty levied by the Government, the price will be determined and considered inclusive of such duties and taxes.

RUDA will not be responsible for any erroneous calculation of taxes and all differences arising out as above shall be fully borne by the Successful Bidder. However, any subsequent changes in rates or structure of applicable taxes by the Government at any time during execution/evaluation period will be dealt with mutual consent.

ADDITIONAL NOTES:

- a) Bidders are required to submit their financial bids as per format provided at Annexure-V. Quoted prices must be inclusive of out-of-pocket expenses and all kind of taxes, duties, charges/levies applicable in Pakistan.
- b) The prices of software license subscriptions may be quoted in actual foreign currency. For evaluation purpose, the prices quoted in foreign currency shall be converted to equivalent Pakistani Rupees (PKR) as per the prevailing interbank selling exchange rate as notified by the State Bank of Pakistan on the date of opening of bids.
- c) The payment of software license subscriptions quoted in actual foreign currency shall be made in equivalent Pakistani Rupees (PKR) as per the prevailing interbank selling exchange rate as notified by the State Bank of Pakistan at the time of payment.
- d) Any changes in taxes or government levies during the contract period shall be applicable as per law.

Proposals Scoring Criteria:

The Bids shall be evaluated on a Quality & Cost Based Selection, with 80% weightage being allotted to technical proposals, and **20%** weightage being allotted to financial proposals.

Technical Proposal Scoring Criteria:

Bidders are to use the following table as index and mention the page numbers on which relevant supporting documents are attached against each criterion:

Qualifying Marks for Technical Evaluation are **80%**. Any technical proposals not meeting the passing criteria shall be deemed non-responsive, and financial bids for those bidders shall be returned unopened as per the terms and conditions of this RFP.

Technical Score of Bidder "A" $(TS_a) = (BT_a / 100) \times 80$

Where; BT_a = Total Marks Obtained by the bidder "A" in the technical proposal evaluation criteria mentioned in the table above.

Please note that during evaluation stage, RUDA may ask any bidder for presentation(s) / demonstration(s) of the capabilities and features of the proposed solution. The presentation(s)/demonstration(s) shall be at the head office of RUDA located in Lahore. Bidder will be responsible to bear all costs incurred by it for said presentation(s)/demonstration(s).

Financial Proposal Scoring Criteria:

Once technically qualified proposals have been determined during the technical evaluation as per the criteria set above, bidders' proposal shall be evaluated on financial grounds. The lowest priced and technically qualified bid shall be awarded a score of 100, while all other bids shall be awarded a score expressed as a ratio of the multiple of their price compared to the cost of the lowest priced bid.

Financial score of the bidder "A" $FS_a = (BP_{lowest} / BP_a) \times 20$

Where;

BP_{lowest} = Total Financial Bid Price of Lowest Priced Bidder

BP_a = Total Financial Bid Price of Bidder "A"

Total Score:

The total score of the bidder will be calculated as:

Total Score of Bidder "A" $T_a = TS_a + FS_a$

The bidder scoring the highest Total Score shall be awarded the project.

4. SCOPE OF SERVICES FOR ERP Implementation:

Scope of Services for BPR, ERP Implementation, System, End to End Processes, Financial Management Manual, Policies and Procedures, Business Process Review and System Implementation

- Current Process Assessment, As-Is Walkthrough, Design for Re-engineered Business Processes in line with Selected Tier – 1 ERP / Industry best and next practices.
- Delivery of To Be Processes with Manuals
- Development of **Risk Control Matrix** including but not limited to Process Objectives, Risks, Existing Controls and improvement opportunities identified (in terms of **People, Process and Technology**).
- Development of **End-to-End manuals** (To-be) in line with Selected Tier – 1 ERP / best and next practices encompassing policies and procedures. This will include financial management manual laying down financial management policies and procedures.
- Review of the complete system requirements of key business functions and identify relevant Oracle Modules to be implemented.
- * End to End Selected Tier – 1 ERP Quality Assurance Audit and Certification from Consultants of Big 4 Audit Firm at their own expense, of Implementation of agreed modules. That Consultant will report into ED Finance and ED ICT/IT of RUDA for assigned tasks and delivery.

The ERP implementation proposal shall include the following [must and Minimum, though additional can added per Proposal] relating to the project:

- General Implementation Approach
- Project Management Approach
- Data Conversion Plan
- Report Development
- Integrations and Interfaces
- Training
- Change Management Approach
- Testing
- System Documentation and Manuals
- Monitoring of services request with Oracle Support.
- Development of important Customized reports for reconciliation.
- Engagement of Big 4 Audit Firm for Quality Assurance of ERP/Project implementation, Transactional Effect Audit and Certification, and Complete Level – 5 Documentation, Flow Charts, and Manual of Processes and Transactions, and Users' Manual [Visual and Descriptive], Training Manuals
- Legal Entities / Business Functions to be covered need to be mentioned
- Timelines for the complete project to be included

*** Engagement of BIG - 4 Audit Consultant for ERP Implementation QA, Transactional Effect Audit, and Level 5 Documentation of Processes and Transactions.**

- The Firm will engage at their own expense, QA Consultant for QA of ERP implementation, Transactional Effect Audit and Certification, and that Consultant will

also Provide complete ** Level 5 Documentation, Flow Charts, and Manual of Processes and Transactions, and Users' Manual [Visual and Descriptive], Training Manuals, in Hard Bound and Editable Soft form. RUDA will assign the tasks to Consultant, and for all these matters Consultant will get directions from RUDA and report into ED Finance for all these matters. All These will be property of RUDA.

**** Level 5 Documentation Example:**

1. Level 5 Documentation Example:
2. User Logs in the XXX System by clicking on "XXXX ABS" Icon on the System [add Image]
3. After clicking on the system, the user enters the username and password [+Image, Screen Shot]
4. After logging in, he / she selects "reports" and then "debtors ageing report" and selects run [+Image]
5. After the report is displayed, he / she selects "extract to MS Excel" [+Process of How to Do It]
6. After Extracting to MS Excel, he / she creates a filter on Column "Overdue receivables" [With Image]
7. After creating filter, he / she selects amounts greater than 0
8. The resultant parties are then copied in another sheet
9. The resultant sheet is saved in MS Excel and an email is prepared by selecting "Outlook"
10. An email is sent with the saved MS Excel file to the "Manager XXXX" for Follow-up.
11. XXXXXX YYYYYY ZZZZZ.
12. In addition, Complete Flow Chart of The Process, with Input and Output Documents on It., every stage must be provided. Plus, Responsibility [Risk, Control] Matrix.

It'd constitute Level 5 Documentation Delivery.

5. TECHNICAL REQUIREMENTS/SCOPE OF WORK:

5.1. OVERVIEW:

RUDA seeks to adopt the global best practices in automation, integration, and digitalization of following RUDA operations to facilitate and enabling a Paperless environment;

1. Project, Construction and Contracts Management;
2. Property and Real Estate Development and Management;
3. Financial Management, Treasury, Taxation and Accountancy Management and Controls, IA, Public sector Planning, Analysis and Reporting Budgetary Control and Management, and System Embedded Robust Internal Controls mechanism,
4. Human Resource Management and their Compensation and Performance Management Process
5. Procurement, E-Tendering, Transparent Awarding of Contracts, Fixed Assets & Inventory management, CRM, and Lead to Cash.

It is expected that the ERP Solution will facilitate a paperless environment, embedding these Global Best as well as Next practices and optimized processes into the operations of RUDA, doing away with non-value adding/redundant processes in the various functions to make them efficient, transparent and compliant to regulations.

RUDA intends to realize following key benefits from ERP Solution Implementation:

- a) Digital Transformation of its Operations and Processes, with an enabling Paperless environment
- b) Optimum Utilization of Its Resources and Offerings
- c) Adoption of latest international industry best practices in line with the specific business process benchmarking as well as the policies and objectives of the Authority/Entity;
- d) Automation, digitalization, and Integrating business processes and data across the entity;
- e) Standardizing processes within the entity;
- f) Creating single source of truth for the organization wide data; and
- g) Providing online access to information to facilitate better organizational planning, communication, collaboration, and informed decision making.

To achieve this goal, RUDA is seeking a comprehensive turnkey proposal covering Software License Subscription of different intended modules of a **Tier 1 off-the-Shelf ERP Solution**, Related Required Top of The Rack Hardware and Infrastructure, and Implementation and Post Go-Live Support of **Tier 1 off-the-Shelf ERP Solution** - which would serve and suite for Real Estate Development and Management, Property Development and Engineering Infrastructure Entity like RUDA.

Offered ERP Solution should be coming with Built-In Machine Learning, Predictive Analytics, and capable of delivering Optimized Processes.

RUDA is expecting from the vendor to complete/implement the project **Phase - 1 within Eleven months** [Scope of this RFP].

The desired ERP Solution should be similar to or integrate-able and Scalable with the ERP/E-Procurement solutions [E-Tendering, Quotations, Awarding, Ordering, Invoices, Settlement etc.] implemented, or currently being implemented, by other International Organizations, Governments, and Public and Private Sector Organizations, preferably in Services Oriented Industry.

The ERP Solution shall be modular and scalable to cater for future needs of RUDA. Initially RUDA shall procure and implement the essential modules of ERP Solution e.g.

1. Project and Contract Management,
2. Finance, Treasury, Taxation, and Accounts – Statutory and Management
3. Assets Management, Budget Management & Control,
4. Property and Real Estate Development and Management
5. Construction Management,
6. Procurement & Inventory Management,
7. CRM, lead to Cash,
8. HRMS, Human Capital Compensation & Payroll Management, Recruitment, Onboarding, Employee Performance & Goals Management, Succession & Development and Employee Training/Learning Management.

RUDA intends to Cover and fully automate, digitalize, and integrate following End to End Processes through ERP implementation for **Digital Transformation of its operations to facilitate and deliver an enabling Paperless environment. This objective is central and integral to RUDA's ERP Implementation;**

5.2. ENTITY PROCESSES:

Following End to End Processes must be fully automated and Integrated in any planned offered proposed Solution for implementation at RUDA;

1. PTO: Procure to Pay
2. LTC: Lead to Cash
3. QTC: Quote to Cash
4. QTI: Quotation to Invoice
5. CTC: Contract to Cash
6. CTI: Contract to Invoice
7. OTI: Order to Invoice
8. OTC: Order to Cash
9. RTR: Record to Report
10. ATR: Accounting to Reporting
11. ATH: Ad to Hire
12. HTR: Hire to Retire
13. PTP: Plan to Produce
14. ATR: Acquire to Retire [For Fixed Assets]
15. PTI: Plan to Inventory

16. ITR: Issue to Resolution
17. FTD: Forecast to Delivery
18. MTO: Market to Order
19. MTO: Make to Order
20. ITO: Idea to Offering
21. STP: Source to Pay
22. Others [Not Mentioned in the list]

RUDA has divided the required intended modules of the On-Premise ERP Solution, Implemented and managed completely by the same Original Equipment Manufacturer (OEM), in following two categories, along with Hardware and Infrastructure required to implement these modules as an integral part of this RFP Scope document:

a) Core ERP System Requirement:

- i. “Digital Core Enterprise Solution/Edition, Platform” for RUDA Processes Modelling, Mapping, Workflow Designs, Automation, and Systems Integration.
- ii. Master Data Management – Items Master, Vendors Master, Assets Master, Suppliers Master, Customers/Clients/P Dealers/Agents Master, Employees Master, etc.
- iii. Financials – GL, Finance & Accounts,
- iv. Treasury and Taxation
- v. Budget Management & Control, IA, Internal Control, BI Solution,
- vi. Planning, Analysis and BI modules.
- vii. Enterprise Assets & Inventory Management,
- viii. Fully automated and state-of-the-art Queue Management/Token Management System for One Window Cell
- ix. Real Estate Management Solution for RUDA’s “Land Acquisition, Estate Management, Exchange, and Enforcement Processes and Operations” and Planning Wing, Development and Building control Directorate, for Property, Land Record, Transfers and Related Revenue Streams Management, and Due Collections and
- x. Engineering, Construction, and Operations – EC&O Solutions for Infrastructure Project Management Portfolio,
- xi. Construction and Contract Management,
- xii. Procurement, E-Tendering, CFQ, Awarding etc.
- xiii. Human Capital & Payroll Management,

The proposed Core ERP System should have the flexibility to be deployed on any On Premise and also available in a single cloud (public or private). RUDA initially intends to procure the Core ERP System for an On-Premise Deployment.

b) Document Management and HRM System:

- i. Set of an integrated HR Modules to completely manage;
 1. End to End and to Hire, and Hire to Retire business processes,
 2. Employee Master,
 3. Compensation Payroll Management,
- ii. Funded and Non-Funded Employee Benefits

1. Employee Expenses, LFA, Gifts, Stipend, Honorarium, Over Time, Bonus
2. Attendance, Time Management, Leaves Management and Approval, Encash-ability, etc. Management.
- iii. Medical and Life Insurance
- iv. Employee Compensation Taxation,
- v. Fleet and Vehicles Management – Employees, Pool, and General Vehicles
- vi. Hire – to – Retire - Recruitment, Onboarding, Retention, Promotions, Trainings, Succession and Retirement, Exit Settlement
- vii. Employee Performance Appraisal & Goals Management, Employee Successes Management,
 1. Cascading Down of Shared aligned Goals from BOD/CEO to down to the first Front Line Officer/employee,
 2. with performance tracking and monitoring and evaluation.
 3. Career Path Management, Succession Planning and Development
 4. Employee Training and Learning Management,

c) Hardware and Related Infrastructure:

Provision of all Related Hardware and related infrastructure to run for Implementations and Go-Live would-be part of this Project proposal, and BID should mention all the required Hardware Components, Infrastructure requirements, item by item with specifications, related costs separately, with delivery time etc., and timely arrangements of such Hardware and related infrastructure.

It is a mandatory requirement and prerequisite of the project before procurement of the ERP module/s licenses etc. BID'd include Technology part per following table;

TECHNOLOGY

Application Server

- a) High Availability Security
- b) Management
- c) Monitoring
- d) Development Framework

RDM

- a) High Availability, Scalability, and Performance
- b) Manageability
- c) Data Security

S. No	Criteria
1.1	Should include an application server for deploying Web Applications.
1.2	Should provide built-in services for transaction management, record caching, record locking, exception handling.
1.3	Should support J2EE Session replication, TCP/IP in-memory replication.
1.4	Should support JNDI context replication.
1.5	Should include native services to ensure performance over any network
1.6	Should have built-in load-balancing feature
1.7	Should support common process framework.
1.8	Should support broad range of firewalls and proxies.
1.9	Should also support hardware-based load balancing.
1.10	Should support J2EE including Servlets, JSPs, EJBs (entity and session), JTA, JNDI, JMS, Java Mail, JAF, JAAS, JAXP, and JDBC.
1.11	Should have Resource Pooling and Workload Management features that optimize execution in a variety of hardware configurations.
1.12	Should provide network communication and I/O optimizations to access databases, messaging systems and resource adapters.
1.13	Should have the ability to support caching for improved performance.
1.14	Should support general backup, recovery utility and component-specific backup strategy.
1.15	Should support starting of java servers with no configuration of Database.
1.16	Should have the tested best practices for recovery.
1.17	Supports persistence between object based J2EE applications and the relational database
1.18	Should address accessibility requirements such as usability without a mouse and compatibility with high contrast color schemes.
1.19	Should be compatible with the Job Access with Speech (JAWS) screen reader.
1.20	Should support all major platforms.
High Availability	
2.1	Should have features to maximize availability by addressing both planned and unplanned downtime.
2.2	Servers in a cluster can be upgraded in sequence, keeping the application available during the process.
2.3	Applications can be hot-deployed to the Server without needing shut down or restart.
2.4	Should have the ability to quickly bring up services at a geographically distant "standby" location in case of total data center loss at the primary site.
2.5	Should support J2EE clusters that have a file-based configuration utility.
2.6	Should support LDAP with active-active and active-passive clustering.
2.7	Should support hot standby for redundant servers
2.8	Should support fast connection failover with easy configuration
2.9	Should have more load balancing techniques (also merit based load balancing).
2.10	Should have integrated DR solution.
Security	
3.1	Should provide single sign-on access to Web applications
3.2	Should include authentication and authorization framework.
3.3	Should manage user identities, roles, authorization and authentication credentials in a centralized repository.

3.4	The repository should support bi-directional synchronization with other LDAP directories.
3.5	JAAS-based security framework.
3.6	Interoperable with other security solutions based on open standards.
3.7	No extra SSL Certificate should be required for secure connections.
Management	
4.1	Should provide web-based console to deploy, un deploy, redeploy the application.
4.2	Extensible management environment.
4.3	Performing basic application server administration operations, such as configuring servers.
4.4	Configuring and managing application server clusters.
4.5	Maintaining service level requirements for web applications.
Monitoring	
5.1	Provide administrators with centralized, comprehensive, and easy to understand monitoring interface to ensure business continuity.
5.2	Provides administrators non-intrusive and fine-grained Performance Management facilities to trace and fix performance problems.
5.3	Monitor and trace business transactions.
5.4	Analyze web site page performance.
5.5	Monitor critical URLs
Development Framework	
6.1	The solution should include Rapid Application Development (RAD) tool for developing applications that interact with the database.
6.2	The RAD framework should provide powerful declarative features, such as wizards and drag-and-drop palette for developing fully functional applications from database definitions with minimal coding.
6.3	Should minimize the need to write code for common tasks, e.g. updating changed fields, master-detail view, database connection
6.4	Should have tight integration with the database and should also support triggers that are invoked before, during and after each operation.
6.5	Should provide an open, extensible user interface model that allows full customization
6.6	Should include libraries to enforce programming and look-and-feel standards across the entire development organization
6.7	Support for Unicode global character set to develop multilingual applications
6.8	Solution should support multi-byte character set.
6.9	Should support integration with Single Sign-On without additional coding
RDBMS	
6.10	Solution provider must propose industry standard and leading Relational Database Management System
6.11	Database must provide multi-platform/OS support for the ease of application portability.
6.12	Database should support referential integrity.
6.13	Database should not require the DBA to determine the physical location of each table index partition or simple table space. The same may be managed by the database itself.
6.14	Database should include features with which the database can be recovered in minimal time from user errors for example user accidentally drops an important Master Table or even the whole Database.

6.15	Database must support non-escalating row level locking & support multi-version read consistency and provides concurrency whereby readers don't block writers and writers don't block readers.
6.16	Database should have a Complete Management Tool that optimizes Database Memory Structures based upon runtime workload i.e. to tune memory structures as well as storage management for the data i.e. storage management, mirroring, stripping freeing the DBA from manual storage management.
6.17	Database must remain available more than 99.9% of the time running with no degradation.
6.18	Database should support compression of data.
6.19	Database should have capability to compress unstructured data like documents, images which are stored within and outside of database.
6.20	Database solution must provide index organized table capability to increase performance and must support reverse key index implementation along with support for built in advanced queuing capability without additional cost.
6.21	Database should provide capability of policy-based auditing in which one can define what needs to be audited and what not to be audited based on requirements.
6.22	Database platform may come pre-configured with Servers, Storage, OS & RDBMS in a rack type setup
6.23	Database platform should be able to support multi-generation hardware to coexist to avoid hardware redeployment keeping in mind future upgrades or expansions to ensure investment protection.
6.24	Data redistribution within the DBMS should not involve downtime when additional resources are added to the database platform as a part of expansion.
6.25	Database system should have the ability to process parts of the query at the storage layer.
6.26	Database Platform should allow parallelism for all operations like loading, query, database administration/management operations like backup, restore, creation & updates of index, creation & refresh of materialized views etc.
6.27	There should be in-built capability for Query processing to be virtualized across all CPUs.
High Availability, Scalability and Performance	
7.1	The solution must be designed so that hardware and software failures are handled without the entire system going offline.
7.2	The solution must be able to scale to multiple nodes with a shared storage using a single database using clustering. The clustering solution must provide Active-Active clustering with Shared-all architecture.
7.3	The architecture must allow seamless addition to processing power and storage. It must also support server level load balancing at database tier.
7.4	The database software should be able to utilize technologies like flash memory and disks. Ability to control what is placed on the flash media would be preferred.
7.5	The database should have a capability for automating maintenance/Patching with minimum or no downtime.

7.6	Should provide transparent automatic load distribution in cluster environment for uniform distribution of load across all nodes to maintain best response time for all users.
7.7	Database system should provide OLTP and DSS simultaneously with clustering technology.
7.8	System should have features to setup remote disaster recovery setup and automatic failover to Disaster recovery site without any manual intervention in case of Disaster.
7.9	System Should have capability to use Disaster recovery site for sharing some load like doing testing on DR servers, reporting and taking Backup from DR site.
Manageability	
8.1	Solution must provide production-ready management tools
8.2	Should provide single web-based console for managing cluster, database, middleware and application from single interface/window.
8.3	Solution must have an ability to monitor and manage the runtime environment through one window and must support different web browsers.
8.4	Solution should have the capability of comprehensive online schema reorganization/redefinition.
8.5	Solution must support the capabilities to do diagnostic on both database activities and hardware capabilities to provide correlation between database usage and hardware performance and capability to tune database structure, database instance and also SQL statement for improved performance.
8.6	Solution must keep a record of structural changes to the database and provide the ability to create and draw comparisons from base line metrics.
8.7	Solution should provide performance and workload dashboards.
8.8	Management platform can be deployed in the way that it should not be dependent on availability of any particular node in the system and management / administration should continue in the event of failures.
8.9	The Solution should have self-managing subsystems: self-configuring, self-optimizing, self-diagnosing, self-healing, and self-protecting in most of the situations.
Data Security	
9.1	All sensitive data must be encrypted to safeguard against unauthorized access at the operation system level or through theft of hardware or backup media.
9.2	The solution should have the ability to encrypt the entire application data and should have option to encrypt selected tables. The encryption should be completely transparent to existing applications with no triggers, views or other application changes required.
9.3	The solution should have built in functionality to restrict selection only to user relevant data as well as auditing capabilities to help detecting malicious activities or attempt to access confidential data.
9.4	The solution should provide powerful security controls for protecting applications and sensitive data. Prevent privileged users from accessing application data, restricts adhoc database changes and enforce control over how, when and where application data can be accessed.

9.5	Helps detect suspicious activity by automating the collection and consolidation of audit data. Need to provide secure and highly scalable audit warehouse, enabling centralized reporting, analysis and threat detection on audit data.
9.6	The solution must support role-level and row-level security.

For avoiding any confusion, both “Core ERP System” and “HRM System” shall jointly be called with Technology part as “Integrated Solution Suite or ERP Solution” as ERP solution in the remainder of this document.

RUDA also intends to implement following Software Solution and ERP Solution Modules in the future. These are not part of the current scope of this RFP but should be available and seamlessly integrate-able in the proposed ERP Solution, Vendor needs to certify that its suggested solution is scalable and integratable with best in class third party solutions for same:

1. Applications, Portals, Software Solutions, Banking Partners Systems: Mobile and On-Line Applications, Citizen facing, private/public Portals, cloud based, Artificial Intelligence (AI) based Chatbot that uses Natural Language Processing (NLP) and is powered by Machine Learning (ML). The Chatbot will serve on RUDA Website and Single Window Platform for handling high load of citizen queries and complaints as well as providing necessary assistance in using Single Window Platform. The Chatbot should also be integrate-able with the proposed ERP providing fully automated Enterprise IT, HR and Procurement related support to RUDA employees.

2. ERP Solution Modules:

1. Public Sector Grants Management
2. Additional Supply Chain Modules beyond Procurement
3. Logistics Modules, Like as Drone Surveillance and Deliveries Management, beyond Fleet and Vehicle Management,
4. Enterprise Asset Management (advance module including but not limited to asset operations, maintenance, environmental health & safety etc.
5. Master Data Governance

Vendor’s Responsibilities:

3. The Vendor is expected to specify, furnish, deliver, install and/or support all modules of the ERP Solution that may include pre-installing or equipment staging. Installation and configuration of Development or test instance of the ERP Solution would be the responsibility of the vendor.

4. The vendor will be responsible for specifying the Hardware & Network Infrastructure specifications necessary to deploy, implement, access the proposed ERP Solution on premise as well as on cloud.

5. The OEM shall be responsible for managing on premise and on Cloud, if required including but not limited to applying patches, updates & upgrades and system backup &

recovery etc.

6. RUDA currently does not have an ERP Solution therefore legacy data conversion/migration would be negligible - the Vendor is expected to assist RUDA in the conversion and migration of both electronic and manual data to the new system. It is expected that the vendor shall also assist RUDA team for data extraction, data scrubbing and data pre-processing. The Vendor will also be responsible for data import and validation into the ERP Solution.

7. For specific reporting requirements, it is anticipated that the Vendor will take the lead on developing any customized reports required as part of the initial deployment of the system. The Vendor is expected to provide specialized knowledge and information to RUDA staff during the development of needed reports, via technical training on the tools used for Ad-hoc report development.

8. The Functional Specification Document(s) [FSD] for All Reports shall first be submitted for comments of the RUDA. The RUDA shall provide its comments and sign off no later than Seven working days from the date of receiving Functional Specification Document(s). Report development shall be commenced only after respective FSD is signed off by RUDA.

9. Vendor must be able to provide;

- a) Complete gap analysis and provide end to end integrated and automated process – In Hard and Soft Copies.
- b) Training and Change Management support for End users, Business Analysts and System administrators and provide relevant training material and configuration documentation.
- c) Define project management procedures, Project Delivery Approach, and guidelines to be adopted for the Project.
- d) Analyse, Document, and Share in Hard and Soft form RUDA's business processes and user requirements - Review As-Is processes and develop To-Be processes and will Share Enterprise Architecture, Process Flow Charts and Workflow Designs.
- e) Suggested and recommended ERP Suite, Its modules, and related required Hardware and Infrastructure etc. in a timely manner
- f) Implement the solution and associated management information reporting.
- g) Put together a structure and mechanism for ensuring that all the key functional areas and their users are consulted, feedback adopted and key differences identified, so as to facilitate standardization as well as user adoption.
- h) A comprehensive Step by Step User Manual and SOPs for each User Transaction from as basic as Log in to final Signing Off – in hard and soft forms, for each module and related utilities, Addons etc.

10. Project Management Timeline and Services:

1. RUDA intends to complete this Phase of ERP Solution implementation

project **within Eleven months or earlier from the signing of the contract**. The Vendor is required to organize the project to ensure these timelines.

2. Deployment of a competent team of experts and functional consultants having expertise in the relevant module of the ERP Solution and specific functional areas.
3. Scheduling the activities so as to complete the ERP Solution implementation project with all the functional areas of RUDA within a span of Eleven months or earlier of contract signing.
4. Deployment of resident resources to ensure that the project activities are carried out as per plan.
5. Deployment of a project structure for effective monitoring, review and risk mitigation.
6. The Vendor will institutionalize mechanisms to adopt the feedback and ensure quality of work, without affecting the project timelines.

11. Training and documentation

- a) Training all the system/power users on train-the-trainer model.
- b) Preparation of user manuals and training manuals.
- c) Documentation of processes.
- d) Training the key executives for monitoring performance and using reports effectively.

12. Support services

- a) Facilitating user adoption
- b) Operations of help desk and refresher training.

13. Training:

Training will be required in two main areas:

- a) Technical Staff, and
 - b) Key System/Power Users, Developers etc
- Key System/Power Users are currently identified as Key Users/Business Process Owners.

The Vendor will be required to develop a Training Strategy to ensure that all identified Systems Users and Technical Support Staff is thoroughly trained in the use and support of the system. Training for Key Users must be imparted early in the implementation stage, preferably in the first month, to enable them to actively participate in the Configuration/Realization process.

The Vendor is required to provide materials for training users. The User Staff training materials must cover, at a minimum, the following topics:

1. Systems Overview

- a) Systems benefits.
- b) Data inputs.
- c) Outputs and reports produced.
- d) Major systems business
- e) Functions User Manual contents and usage.

2. Systems Usage

- a) Entering data and data validation.
- b) Data correction and user help features.
- c) Menu and system function traversal.
- d) Problem recovery.
- e) Report contents.
- f) Report generation / suppression.
- g) Search and inquiry features.
- h) Record update procedures.
- i) Systems Operation.
- j) Job recovery.
- k) Job scheduling.
- l) Job cycles (daily, monthly, quarterly, annual and special).
- m) Special forms usage.

RUDA requires the training material on digital, electronic media, as well in Hard Form. All training material provided by the Vendor will be reproduced and used as needed by RUDA.

3. System Documentation and Manuals

Vendor shall provide Step by Step User Manuals, SOPs and Online help for use by RUDA as part of the initial training (these are different from the training material for the trainings) and on-going operational support. Additionally, the Vendor is expected to provide technical documentation for user management, backups and system administration tasks.

4. Knowledge Transfer

Vendor shall ensure that a transfer of knowledge occurs back to RUDA staff such that staff is capable of supporting and maintaining the application in the most proficient manner once the Vendor implementation engagement is complete.

5. ERP Solution implementation activities

The Core implementation Activities: The Vendor is required to employ well-defined and structured SCRUM and Agile methodology / approach. It should adhere to the globally accepted best and next practices of ERP Solution implementation and should cover the following broad phases or work elements;

- a) Project Preparation – Charter, Roles and Responsibilities, Scope, Agreed Milestones, Deliverables, Timelines, Working Mechanism and Resolution procedures etc.
- b) Project Delivery Approach, Project Blue Print etc.

- c) Entity Walk Throughs, System Study/Business Process, Workflow Design Documentation
 - i. Process Flow Charts
 - ii. Workflow Designing
 - iii. Configuration/Customization
- d) Provision of Hardware and Related Infrastructure to Run ERP modules for Implementation
- e) ERP Modules, Licenses, Users Registration etc.
- f) Integration, Testing & Acceptance
- g) Audit Trail / Testing
- h) Data Migration
- i) User and Technical training
- j) Cut over and making the ERP Solution “usage ready”
- k) Reports Provision
- l) Dashboards Provision
- m) Go – Live
- n) Trainings
- o) Post implementation Resident Support / Hyper care

Project Preparation: The project preparation will focus on creating the project charter, interfacing mechanisms, deliverables, milestones the training, the day-to-day action plan till the completion of the next immediate stage, familiarization of the Vendor team with RUDA operations and the RUDA team with the action plan of Vendor etc.

Project Delivery Approach and Methodology: The Vendor is required to employ SCRUM and AGILE approach and Method of the Project Delivery and will share the Project Implementation and deliverables Plan Accordingly for all Tasks, each stage gate, phase, modules etc.

Business Process, Workflow Design and Blue print: The Vendor is expected to formulate the business design or blue print, which will act as the key document for all the subsequent activities. The business design or blue print will cover all the processes of the organizational units listed in the RFP for As IS and to be State, and will entail detailing the processes/solution capabilities listed in the RFP. This will be carried out through activities like Walk Throughs, System Study, Process Listing, Designing, Flow Charting, Workflow Designing, workshops with the users to identify the processes - to agree on the process characteristics and to formulate the process designs, detailing the operations/processes of RUDA, detailing the analysis of AS-IS and TO-BE business processes, gaps in relation to best and next practices as per ERP Solution, etc. The business blue print as approved by RUDA only shall be implemented. The Vendor is expected to deploy Tailored as well as standard templates for this purpose. Some of the critical outputs of the business design

phase will be

- a) The master list of processes and Intelligent Indexation
- b) Process Flow Charts and Indexation
- c) Workflow Designing
- d) The users to the system, the activities, access rights
- e) The reporting requirements, the report formats
- f) The identification of interfaces, needs for integration and the scheme for integration
- g) The data input requirements and formats
- h) The outputs/formats required
- i) The training and change management requirements
- j) The hardware sizing Existing [Part of this RFP] and Additional (if any required beyond this RFP)
- k) Identification and Recommendations of Third-Party Solutions Fully Integrate able with ERP for Digital Transformation and Paperless environment for each implemented module of ERP
- l) The best and next practices and the needs for process changes
- m) The needs for unavoidable customization, if any to address statutory or organization specific requirements
- n) The Vendor will also ensure the following during the implementation
 - i. Documenting the functional specifications for enhancement, development, interface and reporting requirements (e.g. Layout sets, daily status reports, reconciliation reports etc.), based on inputs
 - ii. Prioritization of the development efforts and estimates for reporting / enhancement requirements.
 - iii. Develop detailed technical design documents for all such development requirements including any data operation and security issues.
 - iv. Development of Embedded Robust Internal Control Mechanism
- o) Based on the functionalities and workflow designed, Vendor shall be responsible for:
 - i. Realization and Documentation: The system configuration and customization will be undertaken based on the approved business process design or blue print documents, using **SCRUM** and **Agile Methodology of Project Delivery**. The key requirement will be identification of the processes to be configured and the processes to be customized. After completion of configuration / customization of the ERP Solution, Vendor shall carry out a trial run with RUDA data, and demonstrate the processes to the RUDA user team. If the need arises and the result is not up to the expectation of RUDA management/RUDA user team in line with the Business Blueprint Document, further reconfiguration will be done

by the Vendor in order to close any gap left in meeting the desired objective. The Vendor will also identify/configure the users of the system, the activities being carried out by them and the necessary authorization/limit to access etc. Some of the other key activities will be

- a. Integration of the detailed End to End workflow design across modules
 - b. Testing of configuration of Modules
 - c. Identification of the fields that need to be captured for the Master Data and mapping of the information
2. Configuration: In order to optimize and minimize the upgrade costs, RUDA would like to use Advanced as well as standard features of the ERP Solution per kits operational needs and the implementer is expected to make the necessary "Configuration" entries in the ERP Solution to achieve the business needs. The configuration includes small routines using User-exits and developing screen variants as needed by the business by setting fields attributes - to hide, display and make them mandatory fields.
 3. Customization: RUDA intends to implement standard ERP Solution functionality as far as practically possible and to adopt the business processes of the standard ERP Solution and the leading practices available in the offered solution. However, Vendor is required to undertake unavoidable customization that may be needed in line with the changed, improved or specific business processes or regulatory or public sector, Govt requirements prepared during business blue printing phase of the implementation.
 4. Development: In case the Vendor intends to develop or recommend to procure any application as part of the application to suite the requirements of RUDA, such a development has to be restricted to minimum and has to be necessarily be on the same platform, fully integratable, as that proposed for the ERP Solution. All such applications shall be the property of RUDA.
 5. The total number of customizations and/or developments required as part of the implementation services will be mutually communicated and agreed upon later on by RUDA and vendor – However, Vendor must expect minimum Customization of ~ 15 for Bid Submission.

Testing & Acceptance: The Vendor shall provide standard functionality test suites for testing the modules. For software the Vendor shall prepare the test plan and shall get it approved by RUDA. Test Data for different scenario (Test Cases) will be prepared in consultation with the users concerned for testing the modules. The pre-commissioning tests shall be carried out to assess the following but not limited to:

- a) Conformance to the functional requirements as specified in bid document,
- b) Simultaneously, the documentation will also be reviewed by the user to ensure its accuracy and clarity.

System Testing: The Vendor is required to prepare procedures detailing the steps for conducting System Tests, which are accepted by RUDA. The Vendor shall after

development and customization/configuration of the ERP Solution, conduct tests to demonstrate that the system meets all the requirements (functional and technical) specifications as brought out in this document and would be in accordance with the procedures detailed in approved Business Blueprint document.

On the basis of these tests, a report would be submitted by the Vendor for review and approval by RUDA. The test results and response times should be demonstrated by the Vendor during the testing phases (System & integration testing) in the ERP Solution environment/infrastructure as mutually agreed upon by RUDA and the Vendor.

- a) Developing a Test Plan to support Function Testing and System/ Integration Testing and ensuring that the testing of the software is comprehensive and auditable and preparing test cases for User Acceptance Testing (UAT).
- b) Testing of the entire new system, as part of system integration testing. And testing of the data conversion and migration to the new system, as part of system integration testing. Integration testing shall be carried out to ensure cross function modules are integrated and transaction data is flowing across the modules accurately.
- c) Developing acceptance test procedures to ensure conformance to the required process operations response time, the integrity of the software after installation, and to eliminate any operational bugs. This will include:
 - i. Fine tuning of the software, ensuring all required related component software are installed and any debugging required.
 - ii. At the satisfactory conclusion of these Acceptance Tests to the satisfaction of RUDA, the commissioning/ implementation of the software shall be considered to be completed.

Audit Trail: The Vendor must provide Audit trail of each and every Transaction and System per RUDA requirements, as part of final Acceptance of any Modules' implementation through Third Party Audit of an International reputed Firm, RUDA will engage and deploy it at Vendor's cost.

Data Migration: Migration of data in the new system is responsibility of Vendor. RUDA along with Vendor will jointly decide on what data will be migrated and RUDA will take the responsibility of collecting and making the data available in digitized form as per the format suggested by the Vendor. A detailed plan for data migration is expected from system implementer during the initial stages of the project, which will include data to be migrated, sample templates for upload of data and data collection/digitization/migration timelines. Some of the key activities of data migration will be:

- a) Identification & development of the data upload/download programs
- b) Providing data migration interfaces and templates to RUDA
- c) Populate and migrate all the legacy/ raw/new data element to the ERP Solution
- d) Training and facilitating the RUDA core team
- e) Assistance in checking data quality and Integrity

- f) Assist RUDA team in Master Data management, if required, during 1-month post implementation support / hyper care period
- g) The following data are expected to be migrated
- h) All open transactions.
- i) Standing or master data such as vendors/suppliers, customers, all employees, material, work breakdown structures, equipment, work specification, cost data, etc.
- j) Transactional data for all live projects. The live project data to be populated based on the agreed TO-BE process requirement.
- k) All the related Master Data and associated drawings, test results etc. as applicable
- l) Any other Data which is not defined here, but RUDA needs to have it in System for Current or Future usage
- m) It will be the responsibility of the Vendor to ensure that data migration is complete in all aspects, within time so that the requirements of the implementation are fulfilled

Key System/Power User Training: The vendor will be responsible to provide necessary training to Key System/Power Users based on Train-the-Trainer model. The purpose of this training is to ensure that all key users are adequately prepared and are able to train the end users as well so that all RUDA system users are able to perform their job functions at “usage ready”. Training content will depend on the function performed by the end-user; therefore, several user profiles will be established.

Cut-Over Strategy: The Vendor has to evolve & detail a comprehensive cut over strategy including initial data take on, sequence of data takes on, set up of support helpdesk, helpdesk procedure to minimize business impact of cut over activities.

The Vendor is required to undertake the following to review readiness for “Usage Ready” of the ERP Solution:

- a) Facilitate in setting up central help desk for any queries
- b) Review the health, usage and performance of the system till it stabilizes
- c) Ensuring resolution / Documentation of all issues raised during post go-live support phase
- d) Switch over to production environment.

Declaration of “usage ready”: The system will be declared “Usage Ready” when the following deliverable, tasks/activities are accomplished satisfactorily

- a) Acceptance testing
- b) Hardware commissioning
- c) Transactional effects preparations and Walk-Through Testing
- d) Data migration
- e) Training
- f) Customized Reports and BI Dashboard Preparation and Delivery

- g) User/s creation / Role/s identification
- h) Help desk

Acceptance of “Complete deployment”: The ERP Module by Module Solution is accepted as “Complete Deployment” only after successfully using the system for Four months’ after usage ready. And for Fully Integrated System under this project, after Six months’ of successfully RUDA Team’s independently using the system.

User Adoption Support / Hyper Care: The Vendor shall provide User adoption support between the period of “Usage Ready” and declaration of “Complete Deployment Go-Live”, by deputing technical and functional consultants at the client site. During this period [Its envisaged to be ~ 9-12 Months, Post Live] the Vendor will address the following.

- a) Hand holding the users to carry out their activities using the ERP Solution facilitating the users to use the ERP Solution on a daily basis
- b) Bug fixing, issue log resolution etc.
- c) Tasks related to bug fixing (if any) in customization made in the system
- d) Providing support in maintaining back-ups of the implemented ERP Solution
- e) Coordinating with ERP Solution OEM for any base ERP Solution related issues. minor developments, improvements in the output and input formats
- f) Formulation of Post “Complete deployment” Support Strategy
- g) Formulating the mechanisms for Post “Complete deployment” Monitoring
- h) Carrying out the Review of issues and activities carried out during user adoption and system stabilization period
- i) Monitoring and fine-tuning system response
- j) **Feedback and Audit**

1. **User feedback and internal review:**

- a) The Vendor is expected to build adequate mechanisms to get the feedback from different users of the ERP Solution during different stages of the project. These users/stake holders for giving feedback will be identified by RUDA.
- b) The Vendor is expected to deploy in this project the expertise of experience of similar projects carried out by it earlier. Although it is not expected that these experts will be full time on site for the project, it is expected that all the key deliverables will go through a review with these experts. Similarly, the Vendor is expected to deploy all the quality assurance mechanisms as per international quality standards for this project.
- c) If any of the deliverables are not acceptable to RUDA or its appointed experts, it will have the right to seek re-deployment of experts from Vendor to review the deliverables.

2. **Third party System and Internal control Audit of the ERP Solution**

implementation

- a) RUDA will appoint Internationally Reputed third party experts/firms to review and certify any or all of business design, configuration, Transactional Effects – Quantitative, Financial etc., and the final system solution for the adequacy of security built into the system, Effectiveness and Adequacy of Internal Controls and Check for completion and accurate reflection of Financial and Other transactions, keeping in mind the sensitivity of the operations of RUDA, cost of such System Audit would be borne by the Vendor.
- b) The Vendor is expected to provide full cooperation to the firm/agency appointed by RUDA for this purpose, to carry out its job professionally.

3. **Mechanism to adopt feedback/audit findings:** There could be three types of feedback for the deliverables – from the third-party experts, from the users/stake holders and from the internal experts of the Vendor. The following is expected from the Vendor on these feedbacks/audit findings. These feedback/audit findings shall be duly shared with the vendor during Testing/UAT phase of the project.

- a) All the feedback will be discussed with RUDA and based on the guidance of RUDA will be incorporated into the project
- b) Since the feedbacks/audit findings for any rework is by nature correcting the inadequacy of quality of the work produced in the first place, RUDA will not accept any change notice, payment requests for these reworks
- c) Vendor has to build in adequate mechanisms to control the risks of time over runs possibly due to effort required to rework bad quality deliverables at its own cost
- d) Vendor has to indicate in the beginning and during the start of each phase how it plans to take feedback and the mechanisms to incorporate the feedbacks into the project plan and deliverables.
- e) Vendor will report to RUDA how the feedbacks have been incorporated into the project deliverables and take a sign off from the designated authority of RUDA.

4. **“Usage Ready” Definition**

- a) “Usage Ready” means commissioning and integration of all the hardware (if any) and all the components of the ERP Solution, configured, customized and used successfully by all the intended users of RUDA for successfully executing all the intended transactions or mutually agreeable levels. The “Usage Ready” shall come into effect only on approval by RUDA.

5. **Declaration of “Complete Deployment for Go-Live”**

The Project Managers from the RUDA and Vendor will jointly initiate the notice for declaring “Complete Deployment” of the ERP Solution only after successful usage of the ERP Solution by RUDA users for Three months’ after “Usage ready”.

6. **The “Complete Deployment” notice is submitted to the Steering**

Committee of RUDA for action.

- a) Within fifteen days of receiving the notice the Steering Committee will decide on the actions to be taken on “Complete Deployment”.
- b) The “Complete Deployment” event comes into effect only when the Steering Committee approves the notice for “Complete Deployment”.
- c) In the event that Steering Committee does not approve or suggest further action, the notices are reinitiated only after the recommended actions have been satisfactorily completed.
- d) The implementation services for the ERP Solution are treated as completed and the support and maintenance services or the post implementation services (if required at later stage) starts when the following are completed:
 - i. Completion of the user adoption services after the “usage ready” of the ERP Solution
 - ii. Completion and declaration of “complete deployment for Go-Live” by the steering committee

7. Technical Support during implementation

- a) The technical support for the ERP Solution is meant to ensure OEM support – Ensuring ERP Solution OEM services for system performance, performance tuning etc. This support shall continue beyond “Complete Deployment”.
- b) Formulation of all policies and procedures related to BASIS technology, System Administration, Data Base Management, applications, archives, network management & security, back up etc.
- c) Prepare requisite system landscape and procedures for smoothly implementing the ERP Solution. This shall also take into consideration the phased pilots and rollouts.
- d) The Vendor shall assist the RUDA team to perform all authorization-related activities (activity group, authorizations, profiles, etc.) till the ERP Solution stabilizes.
- e) Assist RUDA to manage the legacy data interfaces (if required), print spools, batch Jobs, printer configuration etc.
- f) Prepare a detailed System administration manual, Data administration manual, operational manual, Step by Step User manuals which shall be used by RUDA employees to run each module of ERP Solution enabled production environment. This shall also include how the various parameters shall be monitored/ tuned in a live system.
- g) Finalize the archival policies for all the functional areas. All necessary configurations shall be done and tested.
- h) Prepare requisite system configuration for disaster recovery management and Fail Over system plan.

- i) Round the clock [24X7] support for trouble shooting in functional and technical area.

FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION and RELATED TECHNOLOGY:

Vendor Offered and Suggested Integrated Solution Suite – ERP and its offered modules must include following for implementation in the BID;

- i. Standard Features
- ii. Advanced Features
- iii. Ad-Ons
- iv. Additional Utilities
- v. Third Party Solutions, if any and required to facilitate RUDA Scope and requirements in this document

Irrespective the following minimum requirements mentioned for the modules for implementation, all available Standard, Advanced, Ad-Ons, Additional Utilities weather explicitly part of this document or not will have to be implemented, and no completion would be issued without it.

Following minimum requirements are not the exhaustive list of RUDA requirements of each intended module, and there for an indicative minimum must have functionalities. RUDA is looking for latest, state of the art OEM ERP Release for its specific operations, hence there would be additional implementational and functionalities requirements per above instructions and preceding parts under this entire project document beyond just Scope section.

1. CORE ERP SYSTEM:

1. FINANCE, ACCOUNTS, & BUDGET MANAGEMENT

General Ledger - GL [Minimum Standard Requirements, Plus Advanced Features, Ad-Ons, Additional Utilities]

End to End Record to Report Process, Procure to Pay, Order to Cash, Lead to Cash, Hire to Retire, Acquire to Retire Process Management and Generation of related Financial Statements, Trial Balances, and other reports

Chart of Account /Object Code Management, Definitions, And Transactional Effects for P&L, and Balance Sheet – For Multi Organizations, Wings, Directorates

GL,, Accounts Payables, Accounts Receivables, Assets' Accountancy, Liabilities Accountancy, Taxation Regime Treatments – Direct and Indirect [VAT – Different Mode, Sales Tax, WH Tax, FED, CD, RD, Deferred Tax etc]

Own and Lease Accountancy, Rentals and Facility Management

Diverse Multi Currency, Multi Revenue Streams Management, Grants Management, Bids, Auctions, Rentals, Fee, Fines, Transfer Money Management for JV, PPP Mode and Independent Entities Management

GL Master Data Maintenance

Parking and Posting Accruals

Parking and Posting Deferrals, Reversal, JVs, Rectifying JVs, Closing JVs, Adjusting JVs, Classification JVs etc, Auto Amortization and Depreciation Schedule Runs

Clearing GL line items
Create GL Voucher for later processing
Reverse Posted GL voucher
Opening and Closing of Posting Period
Foreign Currency Valuation – Translation Adjustments
Regrouping, GR/IR, Bank Recons, Subsidiary Ledgers Balance Transfer and Closure
Recurring and Automatic Accruals / Deferrals
Opening of Special Period
Management Reporting and Statutory Reporting Trial Balance, Financial Statements Generation, Receipts and Payments Statement, Statement of Financial Position, Income Statement, Balance Sheet, Cash Flow [Both Direct and Indirect Methods] Deferred Tax Statement, OE Statement and Appropriations,
Automatic Transfer of Balances To New Fiscal Year and Others
ACCOUNTS PAYABLE – End to End Procure To Pay Process Management i.e.,
Vendor Master Maintenance
Blocking/Unblocking or Deleting Vendor Account
Parking and Posting Vendor Invoices with and w/o Purchase Order – Four Way and Three-Way Matching etc
Cancellation of documents
Receiving Advance Payment Request, Prepayments, Accrued Expenses
Progressive billing & budgeting Control
Advance Payment to Vendors
Adjusting Advance Payment against Vendor Invoices
Record Bank Guarantee Given to Vendors
Extension of Bank Guarantee Period
Return/Cancellation of Bank Guarantee
Encashment of Bank Guarantee Given
Paying Security Deposit to Vendors
Refunding of Security Deposit to Customer
A/P Transactions Under RUDA Tax Regime – like Payment made to Vendors with Tax at Source, but not just limited to it
Payment made to Vendors w/o Tax at Source
Payment for an exceptional case
Automatic Payment, Impact of Inco Terms, Credit Terms and Credit Policy
Adjusting Payments with Vendor Invoices
Payment of Salaries and Advances
Returning amount of sales return or excess advance to Customer
Submission of Tax at Source deducted
Aging (Due Date Analysis) of Accounts Payables
Aging (Due Date Analysis) of Advance Payments
Balance confirmation from Vendors
Accrued Expenses, Prepaid Adjustments

Suppliers' Performance Evaluation and Reporting
Foreign Currency Valuation of Payables Translation Gain/Loss Booking
Accrual / Deferral of Invoice, Bank Charges, Mark Up/Interest from Auto Mark Up Calculation from Loan Amortization Schedule
Debit Notes / Memo, Credit Memo
Cheque Register Maintenance, Voiding Cheques
Digital, Auto, and Manual Payment Settlement / Cheque Creation [Integration with Partner Banks and Financial Institutions for Digital Payment Solution for Auto debiting and Crediting, with Supplier/Vendor Systems and Accounts and Customers Systems and Accounts]
Other A/P Requirements for a Public Sector Service and Real Estate and an Engineering Infrastructure Entity like RUDA
ACCOUNTS RECEIVABLES
Down Payments, Advance Payments, Instalments, Rental payments Handling
Payments processing with and without advance tax calculation
Invoice Generations, Tax Deductions, Adjustment of Customer Payment with Open Invoices, Dues
Recording Withholding Tax Deducted with Challan
Down Payments, Instalments, Balloon Payments, Developmental Charges, Penalties, Fines, Commercialization Fee, Transfer Fees Processing Fees, etc Booking and Treatment, Receiving Advance Payment from Customer Customers Portal Integration with System Module for Auto Updating of Payment and Receipt Record
Manage and Integrate the Process of Online Applications/ for Bookings, Allotment, Transfers, Instalments and Dues Payments, Merger, Cancellation and Refunds etc.
Booking of all diverse Revenue Streams, receivable of D&BC Directorate, Planning Directorate, and LA&EM Directorate
Adjusting Advance Payment against Customer Dues/Invoices – Advance [Token money] receiving and reservation of unit for Its Validity, Token Refund, cancellation, and validity extension Token adjustment with a down payment at the time of file creation Instalment Auto Calculation and Its Creation and Communication to Customer Advance Bookings of Units, Schemes, etc Booking and Revenue Receipts Booking of Reserve or Auctioned Plots Process Management Fixed and Variable Sales Commission Management of Agents, Dealers Credit Notes/Memo
Receiving Security Deposits, Membership Fees from Customers Auto Instalment Calculation, Delays Fine Mark Up Calculations / Advances

Auto Over Due Instalments, Charges, Development Charges, Fees etc Treatment, Alert, and Communication
Amortization Schedule and Accrual Posting
Accrued Income Entry, Non-Realizable Gain Booking, Advances Adjustment
Customers' Credit Information Score
Customers' Evaluation Reporting
Record Bank Guarantee Received from Customers
Record Bank Guarantee Given to Customers
Extension of Bank Guarantee Period
Mark Up on Overdue Customer Amounts, Late payment surcharge management
Mark Down Management – Early Payments Discounts Management
Auto Updating of Customers' Balances for Advances, Instalments Payments etc, Balance Confirmation from Customers
Foreign Currency Valuation of Receivables
Dunning, Reserves and Provisions
Factoring, Factorization, Aging, Aging Analysis
Bad Debts, Write Offs, Write Backs, and Reserve and Provision for Bad Debt
CASH JOURNAL
Cash withdrawal from bank
Cash deposit into bank
Payment for cash expenses, Advance Payment and Collection
Cashflow Statement [Direct and Indirect methodology]
BANK/CASH MANAGEMENT
Bank Account Maintenance
Perform Bank Reconciliation Manually
Perform Bank Reconciliation Automatically
RTGs, MM Transactions, FD, TDRs, Bank to Bank Transfer, Mark Up and Profit Calculations and Postings
ASSETS and LEASE ACCOUNTING
Creation of fixed asset master data
Acquisition of locally purchased asset in temporary assets class
Acquisition of imported asset in temporary assets class
Acquisition of leased assets
Move temporary asset to permanent asset
Capitalization in existing asset
Retirement of assets to known customer
Retirement of assets/disposal of fixed asset to unknown customer
Retirement of leased assets
Transfer of assets (Inter and Intra Entity)
Change asset type from one type to another
Settlement of AUC (CWIP) to fixed asset
Revaluation of Asset due to change in cost

Reversing an Asset Document
Advance Payment Against Fixed Asset
Depreciation and Amortization Schedule Run at Month End and For Forecast periods and Intervals
Regular Closing process – Daily, Month, Quarter, Half Year End Closing
Year End Closing
INVESTMENT, PROFIT, and COST CENTER ACCOUNTING
Maintenance of Master Data in Inv, PROIT, COST – [IPC] Cost Center Accounting
IPC Cost Centre Planning
Actual Cost/Revenue Allocation
Period-end Closing Activities in Cost Centre Accounting
OVERHEAD COST CONTROLLING THROUGH INTERNAL ORDERS
Maintenance of Master Data in Internal Orders Management
Planning and Budgeting in Internal Orders Management
Actual Postings in Internal Orders
Period-end Closing in Internal Order Management
PROFIT and Investment CENTER ACCOUNTING
Maintenance of Master Data in Profit Centre Accounting
Cost/Revenue/Profit Planning in Profit Centre Accounting
Period End Closing in IPCA
PLANNING, ANALYSIS and BUDGETARY CONTROL MANAGEMENT
Budget Roll Out and Formation Process – [Annual, Strategic Plan – 3 to 5 Yrs, LT Plan – 6 to 10 Yrs]
Revenue, Opex and Capex, Headcount and Compensation Planning Grants, ADP Planning Other Resources
Budget Control System – By Document Stage
On PR, PO, SO, Contract By Item, By Account Object Code, BY CC, PC, IC, By Headcount and Compensation By Function/Directorate, By Wing [Multi-Level, Muti Currency, Multi Locations, Muti Dimensional functionality]
Monitoring and Controlling Budgets and Reporting [For Projects, Capex, Opex Developmental and Non-Developmental etc.]
Monitoring, Aligning, and Controlling Revenue Streams - Projection, Planning, Reporting and Analysis Cashflow Alignment and Management
Budget Utilization Reports
Planning, Analysis, Analytics, Ratio Analysis, SWOT Trend Analysis,

Scenario Building, Sensitivity Analysis,
Horizontal and Vertical Analysis
Returns Matrix
RUDA KPIs Monitoring, Controlling, and Reporting
Projects Rationing

Proforma Statements, Projected Loan, Instalments Amortization Schedules and Depreciation Schedules
Continuous and Static Budgeting
Latest View/Forecast
Predictive Trends, Run Rates, Projections, and Auto Proforma Statements

Variance Analysis – LY, Budget, CY

EMBEDDED ANALYTICS/DASHBOARDS FOR FINANCE, ACCOUNTS, PLANNING & ANALYSIS and BUDGET MANAGEMENT and CONTROL

Treasury and Corporate Finance Management;
Liquidity Management
Funds Position and On-Line Transfer
E-Commerce, TelSell, On-Line Receipts and Payments Management
Digital Payments' and Receipt Gateways
Digital Sign Offs and Authorizations
Auto Recons
Financial Instruments Tracking, Manageability, Auto Alerts – Debt, Equity, and Hybrid Instruments – BONDS, SKUKS, etc.
Loans Profiling, Schedules, Interest, Mark Up Workings and Tables for Auto Settlement Alerts
Integration with Financial Institutions Systems
Digital Positing through Scans, using ReadSoft like stable and secure Solution
Handling Of Digital Currency, Mobile Top Ups, and Customers Accounts Settlements – Auto Posting of Tolling, Ticketing, and Shopping Debits and Credits etc
Facilitating Currency Swaps handling, Auto Calculations of Exchange Gain/Losses
Multi-Currency Transaction Handling
Facilitating Valuation and Mitigation of Authority Risk and Working out and Calculations of Exposures – Operational Risk, Financial Risk, Currency Risk, Commodity Risks etc
Fair Value of Financial Liabilities, Impairment,
Cash Management Facilitation and Integration with Banks and Agents
Aging of AR and AP and Quality Statements
SBP FE Manual, and Regulation Integration, Implementation, and Compliance, GoPb
Treasury Rules Configurations, AML, FCPA,
Deposits, Funds Movements, Advances settlements, Installments Calculations, Down Payments Handling etc.
Collaterals, Guarantees, Mortgagees, Charges, Pledges etc Handling
Can Handle Conventional as well as Islamic Mode of Treasury Transactions

Delivery and Availability of Reports:

Activation of all Related System Based Reports for each and every Sourced, Procured, Implemented, and Activated Module/s and Utility and Development and Delivery of Ten [10] Customized reports for each delivered module would be the responsibility of the Vendor before Go-Live and Completion.

Digitalization And Paperless

Vendor will Implement, Suggest and Recommend OEM Add ins and Utilities or Third Party Integratable Solutions and Equipment's with ERP and its infrastructure for Digitalization and going Paperless for all these modules and RUDA's End to End Processes of Procure to Pay, Record to Report, Order to Cash, Lead to Cash, Quote/Contract to Cash etc.

Construction Management

- Module should be Integrated and Automated for End To End Construction Processes – [Especially for Self Construction Projects] of Projects for all ERP integrated Modules, i.e. ;
- Project Management
- GL
- Financials,
- AP
- AR
- Inventory
- FA
- BI
- Costing and Budgetary Controls
- Procurement
- Material and Item Master
- Any Scheduling, or Other PM Tool
- Manage all aspects of a construction project
- Capable of Stages Management of the Construction Management with Bookings and Production of Financials of each stage
- Contract Accounting Capability and BOQ - Bill of Quantity Accounting
- Complete Integration with Project Management, GL , Financial, BI, MM, Procurement etc.
- Material Management – esp For Self Construction Projects
- With Progressive Billing Handling Capability with all details and Cut offs
- Facilitate PC 1 Process and preparation, monitoring, Tracking, and Reporting against each line item
- Updating of MRS for Projects and Cost Analysis, as and when required, with Production and Retention of multiple versions and static data of Costs

- Ability to create Create job estimation and quotations
- Make estimates based on material, labor and over head costs
- Using Work-Flows, Create, Edit and manage management approvals
- Create custom, management, and notional [For Simulation or Projections] material pricing
- Easily track cost using enhanced cost tracking inbuilt feature
- Track complete Job, Project Stock, Progress, Alerts, Monitoring
- Enable stock issuance, usage, return and Reconciliation to multiple projects
- Physical and Perpetual Stock Taking and Reporting, Variance Clearance, Disposal Mechanism
- Create, edit & approve time-sheets for different job, project resources
- Capable of On-Line approval of multiple inspections from management Able to get System Based On-line or via Job Portal time sheet approvals Using Work-Flows etc.
- Can be configured to set important milestones periodic checks and dates
- Integrate, Collate, and Automate result gathering from different tests, and Modules
- Create custom jobs linked with inspection
- Access inspection data in a secure & centralized system
- Identify & assign follow-up tasks
- Should be able to Calculate and set alerts for Different Inventory / Stock limits, Ordering, Re-Ordering, Safety Stocks, Strategic Stock, Lead Time, EOQ, JIT etc for Team Managers responsible for same
- Set custom alerts for inspections, Capable and Can Track inspection statuses, Set and automate inspections at each milestone, inspection forms and checklists physically as well as remotely
- Can Handle Sub-Contracts for the Projects with Full Details and Disclosures to Manage multiple sub contract jobs – Facilitates Assigns and manages job sub-contracting to supplier/s
- Create SO, PO, Job Order Sheets, and invoice for sub-contractors from job settings
- Keep track of multiple change orders
- Directly add changes to scope documents
- Custom progressive billing & budgeting options
- Budget Tracking and Reporting for Project Line Items per PC - 1 of Project feasibility
- Budgetary Control for Projects, Contracts, Schemes, and Expanses
- Management of Different SLAs
- Track multiple project work progress, Completion, Inspection, Road Maps, Completion Reports

PROJECT PLANNING, PROGRESS and PERFORMANCE CONTROL, MANAGEMNET, REPORTING and ANALYSIS

Project Master, Project Management – Types of Projects, Work Scheduling/Charts, E-Tendering, Quotations, Technical and Financial Sanctions Bid, Planning, Budgeting, Tracking, Tracing, Variance Reporting, Analysis, Individual Project Dashboard, PC Formats [1,2...5.] Activation and Tracking

PC Proformas

Project Plans – Location & Site Plan, Cost Estimate Schedules, Rate Analysis Financial Plan, Procurement Plan, Implementation Plan, Risk Assessment Plan, Human Resources Management Plan, Bills, etc

Project Control System – Work Schedule, BOQ, on PR, PO, By Item, By Cost Line Item, Account Code, BY CC, PC, IC, By Function/Directorate, Wing [Multi Level, Dimensional functionality]

Project Work Streams, Tasking, Activity Tracking, Timelines, Timelines Alerts, Checks etc.

Bill Of Material Handling

Project Cost / Resources Components – Materials, Labour, Overheads, Design, Consultancy Services, Outsourcing, Other Services

Monitoring Budgets, Resources Identification, Allocation, and Utilization and Variance etc, Rate Analysis,

Stocks Issuance, Time Sheets Management

Tracking of multiple change orders and Management of multiple sub contracts Creation of PO and invoices for sub-contractors

Track inspection statuses - Automate inspections and results generations at each milestone

Approval mechanism of multiple inspections from management

Identify & assign follow-up tasks

Progressive billing & budgeting Control

Project Budget, Targets Utilization Reports – LY, CY, and Carried Forward for Multi Year Projects

Project Feasibility, Analysis, Analytics, Project Closure and Reports

Project Progress, Performance, and Control - Variance Analysis – LY, Budget, CY

EMBEDDED ANALYTICS/DASHBOARDS FOR FINANCE, ACCOUNTS, Planning & Analysis and BUDGET MANAGEMENT and Control

Delivery and Availability of Reports:

Activation of all Related System Based Reports for each and every Sourced, Procured, Implemented, and Activated Module/s and Utility and Development and Delivery of Ten [10] Customized reports for each delivered module would be the responsibility of the Vendor before Go-Live and Completion.

Digitalization And Paperless

Vendor will Implement, Suggest and Recommend OEM Ad ins and Utilities or Third Party Integratable Solutions and Equipment's with ERP and its infrastructure for Digitalization and going Paperless for all these modules and RUDA's End to End Processes of Quote/Contract to Cash, Award to Deliver, Procure to Pay, Record to Report, Order to Cash, Lead to Cash, etc.

REAL ESTATE MANAGEMENT SYSTEM – PROPERTY SALES and PURCHASE, REPORTING and ANALYSIS

Land Record Management – Site, Files, Plots – Residential, Commercial, Industrial, Public Utilities, Others, Infrastructure,
Town Planning and Site Development,
Estate Management, File and Plot Ownership Transfer Process Handling - Booking, Selling, Cancel or Refund file etc after approval
Customer and Investor's Payment and instalment plan management
Developmental Charges Collection Management
Booking and Revenue Receipts Booking of Reserve or Auctioned Plots Process Management
Property Ownership Record and History Management
Fixed and Variable Sales Commission Management
Auto Generation of Lease Rentals Customer Wise Due Statements
Customers Dues/Receivable Statement – with Aging and Mark Up for Delays
Auto Instalment Due Calculation, Developmental Charges Due, Fee, Fine, Challan, Property Tax, Dues and Outstanding Statement, Alerts and Communication
Fully automated and state of the art Queue Management/Token Management System for One Window Cell

Development and Building Control Process Management

Property Record with Geo tagging
Transfer of Properties [Buildings, Apartments, Commercial, Industrial, Residential, Units, Facilities, Societies etc Ownership Transfer Process Management],
Land Use Transfer
Property Ownership Record and History Management
Advance Bookings of Units, Schemes, etc
Amortization and instalments
Annual or Life Time Processing Fees, Commercialization, Industrialization Fee etc
Inspection Fee, Demolition Cost, Permission Fee
Sky, Publicity Fee/Tax from Hoardings etc
Maintenance of demarcation record

Management of Balloting and Auction Transactions
Recoveries Process Management
Allotment Process Management
Fully automated and state-of-the-art Queue Management/Token Management System for One Window Cell

Facilities Revenue and Expanses Management

Monthly Rental Invoice Management
Track, manage, and auto record and generate apartment/ buildings/tower rentals
Auto Invoice Creation for predefined intervals

Auto Reservation System - Simultaneously manage multiple agreements and reservations
Maintenance Management
Parking Management
Member Customer Portals
Automate Suppliers' invoice handling (day/date wise)
Create, edit & apply multiple sets of standard terms and conditions
Create job orders/requests with predefined quality checklists
Visitors and Parking Management, Access, Security, Record, Integrate RFID system with ERP that help record Visitors and vehicle check in and out time

Schemes' Feasibility, Actuals, Analysis, Analytics, Project Closure and Reports

Variance Analysis – LY, Budget, CY

EMBEDDED ANALYTICS/DASHBOARDS FOR FINANCE, ACCOUNTS, Planning & Analysis and BUDGET MANAGEMENT and Control

Delivery and Availability of Reports:

Activation of all Related System Based Reports for each and every Sourced, Procured, Implemented, and Activated Module/s and Utility and Development and Delivery of Ten [10] Customized reports per module would be the responsibility of the Vendor.

Digitalization And Paperless

Vendor will Implement, Suggest and Recommend OEM Ad ins and Utilities or Third Party Integratable Solutions and Equipment's with ERP and its infrastructure for Digitalization and going Paperless for this module and RUDA's End to End Processes of Lead to Cash, Order to Cash, Acquire to Retire, Record to Report, and Procure to Pay.

2. HRMS and HUMAN CAPITAL & PAYROLL MANAGEMENT MODULE:

ORGANIZATIONAL MANAGEMENT

Employee Master Data
 Compensation / Payroll Management – Variable, Fixed, Bonus, Incentive, Increments etc
 Performance Appraisal [Continuous Performance] Management
 Probation, Performance Enhancement Plan, Peer Review, 360 Feedback
 Hiring/Recruitment Management – Ad to Hire Process
 Employee Career Management
 Training and Learning, Onboarding, Grooming, Retention,
 Cross Functional Assignment, Career Path,
 Retirement, Exit, Process Management
 Replacement, Succession Planning
 Time and Attendance Management
 Employees Attendance, time Management - Leaves, LFA, Absence
 Employees' Funded and Non-Funded Long-Term Benefits Management
 Employee Taxation Management
 Employee Self Service Portals and Integration with HRMS

Creation of Directorate/Functional/Wings Organogram

Creation of Organizational Units
 Creation of Positions / Jobs
 Assignment of Employees or Applicants to Positions
 Assignment of Cost Centres to Organizational Units
 Cost Assignment of Organizational Units
 Assignment of Positions to Organizational Units

PERSONNEL ADMINISTRATION

Hiring and On Boarding of Employee
 Confirmation of Employee
 Transfer of Employee
 Promotion of Employee
 Leaving of Employee

TIME MANAGEMENT

Entry of Employee Attendance
 Integration of attendance system/devices with ERP
 Work Scheduling / Shift Planning
 Employee absences record
 Employee attendance record
 Employee leave without pay
 Employee Overtime calculations
 Updating Time records to Payroll

PAYROLL, EMPLOYEE TAXATION AND POSTING TO ACCOUNTING

Run Payroll on Simulation Mode
Check Payroll for errors
Rectify errors if any
Lock Employee Master Data and Time Data
Run Actual Payroll and Employee Taxation
Check Payroll Reports for errors
Payroll activity completion
Post Payroll Results to Finance Module
EMBEDDED ANALYTICS/DASHBOARDS FOR HUMAN CAPITAL & PAYROLL MANAGEMENT

Delivery and Availability of Reports:

Activation of all Related System Based Reports for each and every Sourced, Procured, Implemented, and Activated Module/s and Utility and Development and Delivery of Ten [10] Customized reports per module would be the responsibility of the Vendor.

Digitalization And Paperless

Vendor will Implement, Suggest and Recommend OEM Ad ins and Utilities or Third Party Integratable Solutions and Equipment's with ERP and its infrastructure for Digitalization and going Paperless for this module and RUDA's End to End Processes of Ad to Hire and Hire to Retire, and Procure to Pay.

3. PROCUREMENT AND INVENTORY MANAGEMENT MODULE

MATERIAL and SERVICES PROCUREMENT [E-Tendring, EOI, RFP, COQ etc]
Determination of Requirements – [Short-Term, Long-Term Consultancy, and Other Items under RUDA PPP and PePPRA Regulations]
Source Determination
Vendor Selection and Comparison of Quotations
Purchase Order Processing, Service Contracts Management Progressive billing & budgeting Control
Purchase Order Follow-Up
Goods Receiving and Inventory Management
Invoice Verification, Debit and Credit Notes
Information Flow
Item Master, Material Master Data
Vendor, Supplier Master Data
Purchasing Info Record – Payment Terms Master
Source List
Purchase Groups
PURCHASE REQUISITIONS

Document Type
Salient Features of Purchase Requisition
REQUEST FOR QUOTATION
Document Type
Salient Features of Request for Quotation (RFQ)
PURCHASE ORDER
Document Types
Purchase Order Document Type
Salient Features of Purchase Orders (PO's)
Release Procedure
CONTRACT, SERVICE ORDERS, AGREEMENTS, POs, etc
Quantity contracts
Value Contracts
Rate Running / Framework Contracts
Time Contracts
SCHEDULING AGREEMENT
With release documentation
Without release documentation
SERVICES PROCUREMENT
Determination of Requirements
Source Determination
Vendor Selection and Comparison of Quotations
Purchase Order Processing
Goods Receiving and Inventory Management
Invoice Verification 0 4 Way Match [PO, Invoice, GR, DCNote]
Information Flow
Service Master Data
Vendor Master Data
Purchasing Info Record
Document Flow
Document Type
Service Entry Sheet
Planned Services
Unplanned Services
INVENTORY MANAGEMENT AND PHYSICAL INVENTORY
Definition of Inventoried Items' Inventory Levels Management Protocol – Ordering Level, Re-Ordering Level, EOQ, Minimum, Maximum, Buffer, Danger Level, Emergency Levels etc
Inventory Policy and Valuation Methodology
Inventory Write Offs, Returns, Write Backs etc.

Managing Stocks by Quantity and Value
Documentation of all Goods Movement
Information Flow
Document Flow
Goods Movement
Reservation
Goods Receipt
Good Issue
Transfer Posting/Stock Transfer
Movement Types
Material and Accounting Document
Physical Inventory
Flow Diagrams for Inventory Management
Process Integration
Material Valuation
Valuation Levels
Price Control
Material Cost
Revaluation
Manual Revaluations
Automatic Revaluation
Split Valuation
Account Assignment
INVOICE VERIFICATION
Invoice Parking/Posting
Subsequent debit/subsequent credit
EMBEDDED ANALYTICS/DASHBOARDS FOR PROCUREMENT & INVENTORY MANAGEMENT

Delivery and Availability of Reports:

Activation of all Related System Based Reports for each and every Sourced, Procured, Implemented, and Activated Module/s and Utility and Development and Delivery of Ten [10] Customized reports per each implemented module would be the responsibility of the Vendor.

Digitalization And Paperless

Vendor will Implement, Suggest and Recommend OEM Ad ins and Utilities or Third Party Integratable Solutions and Equipment's with ERP and its infrastructure for Digitalization and going Paperless for this module and RUDA's End to End Processes of Procure to Pay, Plan to Order, Plan to Produce, and Source to Pay.

4. **HRM SYSTEM: [Ad to Hire and Hire to Retire Process Management]**

a) **RECRUITING – Ad to Hire Process**

- i. JD to Job Requisition to Posting
- ii. Marketing, Job Profile, Job Bank
- iii. Candidate Home Page/Profile

b) **ONBOARDING**

- i. Documents
- ii. Organizational, Team, and Business Orientation
- iii. Organizational Policy Framework
- iv. Tasks, Assignments, Progress
- v. Young Leaders Forum

c) **PERFORMANCE & GOALS**

- i. Talent Management
- ii. Goals Setting and Management
- iii. Performance Appraisal
- iv. Performance Enhancement, Improvement Plans
- v. Peer Review, MultiRater, 360 Feedback
- vi. Continuous Performance Management

CALIBRATION FOR PERFORMANCE

d) **SUCCESSION & DEVELOPMENT**

- i. Talent Management
- ii. Succession Development
- iii. Career Path
- iv. Cross Functional Assignments/Exposure
- v. Career Planning and Development

e) **EMPLOYEE TRAINING & LEARNING MANAGEMENT**

- i. Competency Gap Analysis
- ii. Trainings Needs Analysis
- iii. Learning Management System – LMS

Delivery and Availability of Reports:

Activation of all Related System Based Reports for each and every Sourced, Procured, Implemented, and Activated Module/s and Utility and Development and Delivery of Ten [10] Customized reports for

each module would be the responsibility of the Vendor.

Digitalization And Paperless

Vendor will Implement, Suggest and Recommend OEM Ad ins and Utilities or Third Party Integratable Solutions and Equipment's with ERP and its infrastructure for Digitalization and going Paperless for these modules and RUDA's End to End Processes of Ad to Hire, Hire to Retire and Procure to Pay., and Hire to Reward processes.

5. **HARDWARE AND RELATED INFRASTRUCTURE:**

Provision of all Related Hardware and related infrastructure to run for Implementations and Go-Live would-be part of this Project proposal, and BID should mention all the required Hardware Components, Infrastructure requirements, item by item with specifications, related costs separately, with delivery time etc., and timely arrangements of such Hardware and related infrastructure.

Vendor would be responsible to arrange Leased hardware equipment and related infrastructure at Vendor's cost, till the arrival of said permanent hardware and related infrastructure to implement the ERP Module and manage the project timelines.

It's a mandatory requirement and prerequisite of the project before procurement of the ERP module/s licenses etc. It'd include Technology part already mentioned above;

5.3. SUMMARIZED INDICATIVE SCOPE OF WORK TABLE

[For Complete Scope, please go Through **FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION** and other Sections in This RFP Document, in addition to this Table.]

FINANCIALS		
Area	Functionalities	
General	-Master data maintenance	-Regrouping of GL accounts
	-Posting G/L documents	-Financial statement versions
	-Clearing	-Recurring document
	-Reversals, Adjustments	-Parking of GL documents
	-Opening/ closing of posting periods	- Others per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for GL under Core ERP Section Heading in this document</u>
	-GR/IR clearing	
	-Transfer of balances to new fiscal year	
Accounts	-Master data maintenance	-Parking of vendor invoices
	-Blocking/ unblocking of vendor	-Advance Payment Request
	-Posting of vendor invoices	-Bank guarantees
	-Reversals	-Security deposit
	-Advance Payment, Accrued Expenses,	-Accrual deferral
	-Clearing of advance payments	-Balance Confirmation
	-Outgoing payments & clearing of invoices	-Accrual/Deferral
	-Foreign Currency valuation	
	-Aging Analysis	- Others per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for GL under Core ERP Section Heading in this document</u>
Accounts	-Balance Carry Forward	
	-Parking/posting of Customer Invoices	-BID, Security deposits
	-Reversals Adjusting, Recurring and non-Recurring Entries	Installments Calculations, Amortization, Developmental Charges Dues etc

	-Advance Payments, Amortization, Accrued Income, Prepayments	- Others per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under Core ERP Section Heading in this document</u>
	-Clearing of advance payments	
	-Incoming payments & clearing of invoices	
	-Foreign currency valuation	Translation Adjustment
	-Aging Analysis	Translation Gain or Loss
	-Balance carry forward / BF	
Cash and Bank	-Bank account maintenance	- Cash Journal
	-Recording New Cheque Lot	-Bank reconciliation
	-Voiding Cheque	
	-Auto, printed, Digital and Manual Cheque Creation - Others per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under Core ERP Section Heading in this document</u>	Approval Hierarchy, Authorized Digital Signature Online Cheques Printing
Asset and Inventory	- Others per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under Core ERP Section Heading in this document</u>	-Assets Accounting Depreciation and Amortization Schedule Incl. Intellectual property Rights

CONTROLLING, PROJECT, CONSTRUCTION, CONTRACT MANAGEMENT, BUDGETARY CONTROL, REAL ESTATE MANAGEMENT		
Area	Functionalities	
Cost Centre Accounting	-Master data maintenance	-Planning
	-Standard hierarchy maintenance	-Budgeting
	- Others per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under Core ERP Section Heading in this document</u>	-Allocations

INVESTMENT, PROFIT, and COST CENTER ACCOUNTING Internal Orders	Other Per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under Core ERP Section Heading in this document</u>	- Internal Orders
PLANNING, ANALYSIS and BUDGETARY CONTROL MANAGEMENT	<p>Budget Roll Out and Formation Process – [Annual, Strategic Plan – 3 to 5 Yrs, LT Plan – 6 to 10 Yrs]</p> <p>Revenue, Opex and Capex, Headcount and Compensation Planning</p> <p>Budget Control System – By Document Stage</p> <p>Monitoring and Controlling Budgets and Reporting [For Projects, Capex, Opex Developmental and Non-Developmental etc.]</p> <p>Budget Utilization Reports</p>	<p>Planning, Analysis, Analytics,</p> <p>Returns Matrix</p> <p>RUDA KPIs Monitoring, Controlling</p> <p>Proforma Statements, Projected Loan, instalments Amortization Schedules and Depreciation Schedules</p> <p>Variance Analysis – LY, Budget, CY</p> <p>Other Per</p> <p><u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under Core ERP Section Heading in this document</u></p>
PROJECT PLANNING, PROGRESS and PERFORMANCE CONTROL, MANAGEMENT, REPORTING and ANALYSIS	<p>Project Master, Project Management – Types of Projects, Work Scheduling/Charts, E-Tendering, Quotations, Technical and Financial Sanctions Bid, Planning, Budgeting, Tracking, Tracing, Variance Reporting, Analysis,</p> <p>Individual Project Dashboard,</p> <p>PC Proformas</p> <p>Project Plans – Location & Site Plan, Cost Estimate Schedules, Rate Analysis Financial Plan, Procurement Plan,</p>	<p>Project Feasibility, Analysis, Analytics, Project Closure and Reports</p> <p>Project Budget, Targets Utilization Reports</p> <p>Project Progress, Performance, and Control - Variance Analysis – LY, Budget, CY</p> <p>Other Per</p>

	<p>Implementation Plan, Risk Assessment Plan, Human Resources Management</p> <p>Project Control System -</p> <p>Monitoring Budgets, Resources Identification, Allocation, and Utilization and Variance etc, Rate Analysis,</p>	<p><u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under Core ERP Section Heading in this document</u></p>
<p>REAL ESTATE MANAGEMENT SYSTEM – PROPERTY SALES and PURCHASE, REPORTING and ANALYSIS</p>	<p>Land Record Management – Site, Files, Plots – Residential, Commercial, Industrial, Public Utilities, Others, Infrastructure,</p> <p>Town Planning and Site Development,</p> <p>Estate Management, File and Plot Ownership Transfer Process Handling - Booking, Selling, Cancel or Refund file etc after approval</p> <p>Customer and Investor’s Payment and instalment plan management Developmental Charges Collection Management</p> <p>Booking and Revenue Receipts Booking of Reserve or Auctioned Plots Process Management</p> <p>Property Ownership Record and History Management</p>	<p>Development and Building Control Process Management</p> <p>Property Record with Geo tagging</p> <p>Transfer of Properties [Buildings, Apartments, Commercial, Industrial, Residential, Units, Facilities, Societies etc Ownership Transfer Process Management],</p> <p>Land Use Transfer</p> <p>Property Ownership Record and History Management</p> <p>Advance Bookings of Units, Schemes, etc</p> <p>Amortization and instalments</p> <p>Other Per</p> <p><u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under Core ERP Section Heading in this document</u></p>

Delivery and Availability of Reports:

Activation of all Related System Based Reports for each and every Sourced, Procured, Implemented, and Activated Module/s and Utility and Development and Delivery of Ten [10] Customized reports for each preceding and following module would be the responsibility of the Vendor.

Digitalization And Paperless

Vendor will Implement, Suggest and Recommend OEM Ad ins and Utilities or Best in Class State of The Art Third Party Integratable Solutions and Equipment's with ERP and its infrastructure for Digitalization and Going Paperless for all these modules and RUDA's End to End Processes of Procure to Pay, Plan to Order, Plan to Produce, and Source to Pay, Ad to Hire, Hire to Retire, Acquire to Retire, Lead to Cash, and other End to End Processes impacted or automated by ERP implementation etc.

Procurement, Materials and Inventory Management		
Area	Functionalities	
Master Data	Material master creation	Service master creation
	Material master maintenance	Service master maintenance
	Vendor master creation	Vendor partner functions
	Vendor master maintenance	Other Per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under Core ERP Section Heading in this document</u>
Procurement Local (Material/ Services)	Purchase requisition	Release strategy Purchase requisition
	Request for quotation	Release strategy Purchase order
	Contracts	Result recording (QM)
	Purchase order	Invoice Parking
	Purchase order layout	
	Goods Receipt in quarantine/ Service Entry sheet	Other Per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under Core ERP Section Heading in this document</u>
	Goods Receipt in store/ Service acceptance sheet	
	Goods receipt layout	
Procurement Foreign (Material/ Services)	Invoice Posting	
	Purchase requisition	Release strategy Purchase requisition
	Request for quotation	Release strategy Purchase order
	Contracts	Scheduling Agreement
	Purchase order	Result recording (QM)
	Purchase order layout	Invoice Parking
	Goods Receipt in quarantine/ Service Entry sheet	Shipment relevant information
	Goods Receipt in store/ Service acceptance sheet	LC relevant information
	Goods Receipt layout	Other Per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module</u>

		<u>under Core ERP Section Heading in this document</u>
	Invoice Posting	
MRP	Frequency and Intervals For Projections and Forecasts Other Per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under Core ERP Section Heading in this document</u>	Re-order point planning
Inventory Management	Physical Inventory	Special procurement
	Scrapping	Batch Management
	Transfer posting	Inventory Management and Valuation Policies
	Return delivery	
	Goods Issuance	Other Per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under Core ERP Section Heading in this document</u>
	Subcontracting	

Human Capital Management – Ad to Hire and Hire to Retire and Services Procure to Pay Processes		
Area	Functionalities Offered	Functionalities Offered
Organizational Management	Creation/Maintenance of Organizational Unit	
		Other Per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under Core ERP Section Heading in this document</u>
	Creation/Maintenance of Position	
	Creation/Maintenance of Job/JDs	
	Creation/Maintenance of Tasks	
Personnel Administration	Hiring of Employee	
	Confirmation of Employee	
	Promotion/Demotion of Employee	
		Other Per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under Core ERP Section Heading in this document</u>
	Organizational Reassignment (Transfer of Employee)	
	Change in Pay	
	Leaving of Employee	
	Rehiring of Employee	
Time Management	Maintenance of Employee Master Data	
	Creation/Maintenance of Holiday Calendar	Leave Record, Balance
	Maintenance of Work Schedules (Planned Work Timings)	Leave Encashment, Carry Forward
	Creation/Maintenance of Leaves (Various Types)	
		Other Per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under Core ERP Section Heading in this document</u>
	Quota Creation/Generation	
	Negative Time Recording (No Attendance recording)	
	Overtime Processing	
Payroll	Creation/Maintenance of Loans, Advance Salary Employees Expanses, Claims, TA & DA , Medial, Insurance etc Increment Schema Working and Calculations	LFA Processing

	Bonus and Variable, Fixed Pay Calculations per Criteria	
	Creation/Maintenance of Standard Bonus Allowance	Leave Encashment Processing
	EOBI Contribution, SS, WPPF, WCA	Provident Fund Processing
	Payroll Processing	Gratuity Processing, Pension, Benevolent Fund processing
	Employee Income Tax Processing and Calculations Per FBR Pakistan and Tax Certificate	Final Settlement Processing
	Remuneration Statement (Payslips)	Other Per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under Core ERP Section Heading in this document</u>
	Posting to Accounts	
Reports and BI DashBoard	<p>Activation of all Related System Based Reports for each and every Sourced, Procured, Implemented, and Activated Module/s and</p> <p>Utility and Development and Delivery of Ten [10] Customized reports for each and every implemented module would be the responsibility of the Vendor.</p>	<p>All Standard Reports 10 Customized Reports each per each Module</p> <p>Provision of Customised BI Dashboards For each Module</p>

Delivery and Availability of Reports:

Activation of all Related System Based Reports for each and every Sourced, Procured, Implemented, and Activated Module/s and Utility and Development and Delivery of Ten [10] Customized reports for each module would be the responsibility of the Vendor.

Digitalization And Paperless

Vendor will Implement, Suggest and Recommend OEM Ad ins and Utilities or Third Party Integratable Solutions and Equipment's with ERP and its infrastructure for Digitalization and going Paperless for all implemented modules and functionalities of these module and RUDA's End to End Processes of Procure to Pay, Order to Cash, Record to Report, Acquire to Retire, Ad to Hire, Hire to Retire, Plan to Order, Plan to Produce, and Source to Pay, Quote/Contract to Pay, Lead to Cash etc.

6. Human Resources Management System – HRMS: <u>[Ad to Hire and Hire to Retire Process Management]</u>		
Area	Functionalities Offered	Functionalities Offered
RECRUITING Management	Ad to Hire Process	
	JD to Job Requisition to Posting	Candidate Home Page/Profile CV Bank
	Marketing, Job Profile, Job Bank	
ONBOARDING Management	Documentation	
	Orientation – Organizational, Team, and Business Orientation	Other Per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under HRSM ERP Section Heading in this document</u>
	Organizational Policy Framework	Corporate Social Responsibility Internship Apprenticeships
	Tasks, Assignments, Progress	Rehiring of Employee
	Young Leaders Forum	Maintenance of Employee Master Data
PERFORMANCE and GOALS Management	Talent Management Goals Setting and Management Performance Appraisal Performance Enhancement, Improvement Plans Peer Review, MultiRater, 360 Feedback Continuous Performance Management CALIBRATION FOR PERFORMANCE	Other Per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under HRSM ERP Section Heading in this document</u>
Area	Functionalities Offered	Functionalities Offered

SUCCESSION & DEVELOPMENT	Talent Management Succession Development Career Path	Cross Functional Assignments/Exposure Career Planning and Development Other Per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under HRSM ERP Section Heading in this document</u>
EMPLOYEE TRAINING & LEARNING MANAGEMENT	Competency Gap Analysis Trainings Needs Analysis Learning Management System - LMS	Other Per <u>FUNCTIONAL REQUIREMENTS / MODULES OF THE ERP SOLUTION for this module under HRSM ERP Section Heading in this document</u>

Delivery and Availability of Reports:

Activation of all Related System Based Reports for each and every Sourced, Procured, Implemented, and Activated Module/s and Utility and Development and Delivery of Ten [10] Customized reports would be the responsibility of the Vendor.

Digitalization And Paperless

Vendor will Implement, Suggest and Recommend OEM Ad ins and Utilities or Third Party Integratable Solutions and Equipment's with ERP and its infrastructure for Digitalization and going Paperless for these modules and RUDA's End to End Processes of Ad to Hire, Hire to Retire and Procure to Pay., and Hire to Reward processes.

Moreover, in addition to implementation of an ERP Solution, RUDA intends to automate the following Business Functions and automate, digitize and Integrate their End to End Processes for Digital Transformation of RUDA with an enabling Paperless environment:

RUDA Functions /Directorates

1. Commercial
2. CEO/Chairman office
3. Procurement
4. HRM, Compensation and Benefits – Payroll, Performance Appraisal etc
5. Administration and Operations
6. Engineering (Infrastructure Development, Civil, GIS, Planning, Smart Cities, Mechanical, Hydrology etc.)
7. Land Acquisition
8. Estate Management
9. Building Control & Development
10. Finance [Accountancy, Taxation, Treasury, Costing, controls, Planning, Budgets, Commercial Finance etc]
11. Information Technology
12. Information, Communication, and Technology – ICT
13. Legal
14. Marketing
15. Investor Relations
16. Transactional Advisory

RUDA Operational Processes:

Following End to End Processes must be fully automated and Integrated in any planned offered proposed Solution for implementation at RUDA;

1. **PTO**: Procure to Pay
2. **QTC**: Quote to Cash
3. **QTI**: Quotation to Invoice
4. **CTC**: Contract to Cash
5. **CTI**: Contract to Invoice
6. **OTI**: Order to Invoice
7. **OTC**: Order to Cash
8. **RTR**: Record to Report
9. **ATR**: Accounting to Reporting
10. **ATH**: Ad to Hire
11. **HTR**: Hire to Retire
12. **PTP**: Plan to Produce
13. **ATR**: Acquire to Retire [For Fixed Assets]
14. **PTI**: Plan to Inventory
15. **ITR**: Issue to Resolution
16. **FTD**: Forecast to Delivery
17. **MTO**: Market to Order
18. **MTO**: Make to Order
19. **ITO**: Idea to Offering
20. **STP**: Source to Pay

Add-ons and Third Party Best in Class offerings:

The standard ERP functionality can be extended with add-ons and Third-party State of the art, best in class offering fully integratable with an ERP, but they need to be activated, they are not installed by default. Hence, Vendor needs to identify same and offer with the proposed solution with their Utility, Usage, benefits etc, and separate Price Tag for such Add-Ons, It'd be RUDA's discretion to Opt. same or Opt. out it.

Hardware and Related Infrastructure:

Provision of all Related Hardware and related infrastructure to run for Implementations and Go-Live would-be part of this Project proposal, and BID should mention all Items, specifications and their cost separately, broadly speaking following would be required;

Technology

Application Server

[Refer Details in Previous Section]

RDBMS

[Refer Details in Previous Section]

Project Delivery Methodology and Deliverables

It is expected that the project will be delivered by employing AGILE and Methodology, it will move from one phase to the next only when the deliverables of that phase are accepted. Some of the key deliverables which will signal the successful completion of each of the phases shall be as per latest OEM's Standard ERP Solution Implementation Methodology.

Vendor is encouraged to propose any additional deliverable/s for the sake of comprehensiveness, based on their experience of delivering similar projects, which can enhance the quality of work.

Deliverables acceptance criteria:

1. The acceptance criteria for each phase is the submission and acceptance of all deliverables specified for that phase. The formal acceptance by RUDA of the phase deliverables constitutes completion of the phase and approval to launch the next phase.
2. Vendor should provide templates of proposed deliverables. At the onset of each phase, Vendor will meet with RUDA Project Manager to review the applicable templates, tailored to accommodate the needs of the project, and agree on the scope, format, and content of each of the major deliverables for that phase. The agreements made during this meeting will be captured in a Deliverable Review Document (DRD) for each deliverable.
3. RUDA team will give a go ahead to move from one project milestone to the other project milestone only after the deliverables of a particular project milestone are accepted by the Steering Committee. Hence, the protocol for submission, review, revision and acceptance will be established at the beginning of the project.

Project Standards:

Vendor to provide Project Standards for various activities/documentation. Following is a minimum list where standards have to be set by the Vendor:

1. Use and Test Cases
2. Test Scenarios
3. Business Process Design
4. End to End Process Tasks, Activities, Identification, Listing, Indexation, Documentation, Including Flowcharts and Step by Step Instruction of each task etc
5. Work Flows Design
6. Process Flows
7. Functional design specs
8. Technical design specs
9. Transactions and Transactional Effects in different Modules of The System
10. Transporting objects
11. Change control
12. Reporting defects and Final Reports Delivery
13. Dashboards Delivery

Project Success Criteria:

1. The completed ERP Solution implementation project meets planned scope and specifications
2. No issues pending at the end of support period
3. “on-line” transactions of all implemented modules
4. The project is completed on time

Project plan

1. The work Plan: Other than the management of resources/deployment of experts and management of timeline, the project management will focus on The Work Plan containing a detailed set of phases, work packages, activities, and tasks preferably from the standard ERP Solution implementation Roadmap.
2. Issue Management: An issue is a formally identified matter that may hinder progress on a project or program and about which no agreement has yet been reached. Often it can be difficult to determine which questions should be documented as issues and which can be resolved directly without impeding the project flow. Those items that require documentation, formal investigation and approval should be managed as issues and this Issue Management methodology has to be proposed by the Vendor.
3. Scope Management: Scope of the project will be managed through a formal scope change management process. Project management is essential to ensure that changes to the scope of the program do not adversely affect the program objectives. Change management documentation of project scope and approval procedures provide a visible decision-making process for the project and provide a clear audit trail of scope changes and the corresponding cost benefit appraisal.
4. Project structure and Delivery Methodology: Vendor is required to propose a Project structure and Delivery methodology based on their own experience of successfully implementing similar solution. Final Decision will rest with RUDA.
5. Project Steering Committee: The steering committee would form the apex body on various issues relating to finalization of Functional Policies and Procedures, Requirements Definition and other policy issues. The committee will comprise of the senior executives of RUDA, and their engagement Consultant/s, if any. The steering committee will carry out the following activities:
 - i. Monitor and Track the Progress of The Project
 - ii. Mobilize the resources necessary for Project Execution
 - iii. Standardization of processes and procedures across the company
 - iv. Only authority to approve deviations in Scope, Project Time Lines and Budgets
 - v. Meets monthly to review project progress & resolve issues, if any
6. Meets on an urgent ad-hoc basis to address and resolve any issues requiring immediate attention and resolution
7. Project Manager: The Project Manager assumes overall responsibility for the assignment and ensures that all resources required are made available and the engagement is carried out according to agreed plans. He shall function as the primary channel of communication for all RUDA requirements to the implementation team.

8. Functional Consultants: The Functional Consultant shall ensure total understanding of the business and ERP Solution modules implementation approach. He / She shall effectively customize the various components of ERP Solution as per user requirements and shall also document the processes and procedures relevant to the assignment. The Vendor is expected to deploy the following experts for the project

- i. Functional Consultant(s) for Financial Management / Accounting / IA / Costing / For Embedded Internal Controls, Treasury / Taxation / Planning and Analysis, and Budgetary Controls
- ii. Functional Consultant(s) for Human Resource management, Compensation and Payroll administration, Employee Taxation, and Employee Master Data etc.
- iii. Functional Consultant(s) for Procurement, Assets, & Inventory Management
- iv. Technical consultant(s) for system deployment, commissioning, testing, development/customization
- v. Functional Consultant(s) for Infrastructure, Project Management, Contracts and Construction Management, CRM etc
- vi. Any other functional consultant(s) as may be required to discharge services as per scope
- vii. Development Programmers: The primary role of Development Programmers shall be to meet the requirements as specified by the Functional Consultants. He/she shall ensure that the developmental activities are in conformity with the quality guidelines and customer specifications as mentioned in the requests. S/he shall also ensure thorough testing and validation of the changes proposed and supports the functional team.

Deployment of Tool for Management of Configurations & System Landscape in Core ERP System

1. The Vendor is required to deploy and use the tool available with the Core ERP System for managing the implementation as well for providing application maintenance service. Some of key areas where the tool needs to be used are:

- i. Project documentation and version control
 - ii. Deliverables management and version control
 - iii. Configuration management and version control
 - iv. Issues and change request tracking
 - v. Providing Transparency of all software changes
 - vi. Any Other per RUDA requirements
 - vii. Managing the change request
2. Full documentation of each change: link to a Change Request and a Service Desk for each change
- i. Collection of all Requests for change
 - ii. Consolidating demands by bundling similar changes
 - iii. Scheduling changes according to priority, category and possible impact
 - iv. Making changes to follow a proven workflow

Management of the Project Team Changes/Attrition

1. Since the continuity of the key members of the project team is essential for the success of the project, RUDA shall expect the Vendor to follow diligent process for ensuring this. The following persons will be considered as key members of the project team during implementation:

- i. Project Manager
- ii. Functional Consultant for Financial Management / Accounting / Costing / Taxation / Treasury / Taxation / Internal Controls / IA etc
- iii. Functional Consultant for Human Resource management and Payroll administration
- iv. Functional Consultant(s) for Procurement & Inventory Management
- v. Any other functional consultant as required to discharge services as per scope
- vi. Technical consultant for system deployment, commissioning, testing, development / customisation

2. It is the responsibility of Vendor to deploy these resources either on a full time or part time basis for the activities they have been proposed to be deployed during the entire duration of the Project. The team will be on board only after RUDA accepts the profiles proposed by Vendor.

3. In the event that the RUDA identifies any personnel of Vendor as “Key Personnel”, then Vendor shall not remove or replace such personnel without the prior written consent of the RUDA, unless such removal is the result of an unavoidable circumstance including but not limited to resignation, termination, medical leave, etc.

4. Under any circumstances when the Key Personnel are to be replaced or removed, Vendor shall put forward the profiles of personnel being proposed as replacements. These profiles should be either equivalent or better than the ones being replaced. However, whether these profiles are better or equivalent to the ones being replaced will be decided by RUDA or its authorized representative. RUDA or its authorized representative will have the right to accept or reject these substitute profiles.

5. In the event that any Key Personnel is to be replaced for reasons not attributed to the RUDA the substitution of such personnel shall be accomplished pursuant to a mutually agreed upon schedule but not later than fifteen (15) Days from the date of exit of such personnel. If replacements do not take as stipulated here, RUDA will have the option to penalize the Vendor for bad delivery and material breach.

6. At the project preparation stage the Vendor will share the profiles of the key members with RUDA and these key profiles should meet the specifications highlighted herein. The replacement will be on board only after RUDA accepts the replacement.

SUPPORT

During post go live implementation support period, the Vendor shall provide Help Desk Services for reporting errors and malfunctions and for trouble shooting problems. Vendor's

Help Desk Services shall be web-based and/or by telephone lines and/or via e-mail. Vendor's Help Desk Services shall include, but are not limited to, the following services:

1. Assistance related to questions on the use of the software solution;
2. Assistance in identifying and determining the causes of suspected errors or malfunctions in the software solution;
3. Advice on detours or workarounds for identified errors or malfunctions, where reasonably available; and
4. Information on errors previously identified by RUDA and reported to Vendor and detours to these where available;
5. Help desk operations - Initial Response, Immediate telephonic response and support for usage related and other minor problems. Dial-in support for handling, minor bug fix.
6. Onsite support - On-site support for hand holding the users, database recovery and data synchronization after crash, performance tuning, bug fix, update for all critical functions.
7. OEM support – Ensuring the ERP Solution OEM services for system performance, performance tuning, upgrades etc.
8. Documentation - upgrade the Documentation system on any new releases and provide any updates of technical and functional manuals.

5.4. ERP SOLUTION LICENSING REQUIREMENTS:

Sr.	Module	Number of Users
1.	Core ERP System	
1.	Finance, Accounts, Control, Treasury, Taxation & Budget Management	14 full use access
2.	Human Capital & Payroll Management	14 full use access
3.	Procurement, Assets & Inventory Management	6 full use access
4.	Project, Construction and Contract Management	6 Full use Access
5.	Planning, Analysis, Reporting and Budgetary Control	5 Full Use Access
6.	Real Estate and Property Management Solution	6 Full Use Access
7.	Self Service Users (having Approve/Display access to all solution capabilities)	30
8.	Developer User	1
2.	HRM System	
1.	Recruitment	10 positions
2.	Onboarding	10 positions
3.	Employee Performance & Goals Management	80 employees
4.	Succession & Development	12 positions
5.	Employee Learning/Training Management	150 employees

1. Number of Employees for Payroll Processing = minimum 200
2. The Proposed Core ERP System should allow RUDA flexibility to reallocate user types to other user types (Developer, Full, Limited or Self-Service Access) during the term of license subscription.
3. Ethical Licensing Options

6. BIDDING FORMS

1. Technical Proposal Submission Form

[Location, Date]

To: Ravi Urban Development Authority
Lahore, Pakistan

Dear Sir,

Reference your RFP document No. _____ for Procurement of Software License & Implementation Services of Tier 1 Off-the-Shelf Enterprise Resource Planning (ERP) Solution.

1. We, hereby submit our complete bid along with all the requirements as per the RFP document. We acknowledge that RUDA is not bound to accept any bid in this regard and reserve the right to accept any offer and to annul the bidding process and reject all bids without assigning any reason or having to owe any explanation whatsoever.
2. We hereby undertake and firmly bound ourselves to abide by/ comply with all sections / conditions of subject RFP document for the whole bidding process.
3. We agree to abide by this Tender for a period of one hundred and eighty (180) days from the technical bid opening date or any extension thereto granted and it shall remain binding upon us and can be accepted at any time before the expiration of this period.
4. We hereby undertake and confirm that M/s [name of company] and its employee(s) have never been blacklisted by any government, semi-government, autonomous or state-owned organization of Pakistan and their cases regarding black listing are not under trial by any Court of Law. We further undertake that we do not have any actual or potential conflict of interest either with RUDA or scope of subject tender.
5. We submit herewith our bid as one (01) original and one copy in hard form along with one soft copy on USB drive in PDF as well as native MS Word/Excel formats.
6. We do hereby appoint and authorize Mr./Ms. (full name and official address) who is presently employed with us and holding the position of [(designation)] in [name of the company] to do in our name and on our behalf, all such acts, deeds and things necessary in connection with or incidental to our subject bid including signing and submission of all documents and providing information/responses to RUDA in all matters including but not limited to clarifications etc., till award of subject tender. We hereby agree to ratify all acts, deeds and things lawfully done by our said authorized representative pursuant to this authorization and that all acts, deeds and things done by our aforesaid authorized representative shall and shall always be deemed to have done by us.
7. We certify that, should we be awarded the contract, the resources who are to be assigned to the given project will be available to commence performance of the work within agreed timelines, and will remain available to perform the work. Furthermore, for any proposed person who is not our employee, we hereby certify that we have written permission from such person (or the employer of such person) to propose the services of

such person in relation to the work to be performed in fulfillment of this requirement and to submit such person's résumé to RUDA. We further certify that the proposed person is aware that overtime may be required and is willing to comply.

8. The decision of RUDA shall be final and RUDA will not be liable for any loss or damage to any party acting in reliance thereon.

9. We have gone through the terms/conditions of subject RFP document and have found the document in whole as non-biased to any particular brand / company / contractor /consultant / advisor / firm or product/ brand. We do not have any objection/comment on any clause / section/article and fully understand the documents as compliant with RUDA Regulations.

10. We undertake that all the information submitted by us is correct and true to the best of our knowledge and belief and nothing has been concealed and misstated by us in the bid. In case any information is found wrong, misleading or misstated in this bid, the same may lead to rejection of our bid, forfeiture of our bid bond and our disqualification.

11. We declare that our bid is our only and final offer and no unsolicited offer of any description shall be made for consideration of RUDA.

12. We acknowledge that RUDA reserves the right to blacklist any bidder or to forfeit its bid bond who breaches any terms and conditions of this RFP document.

Yours sincerely,

Authorized Signature: _____

Name and Title of Signatory: _____

Name & Address of Organization: _____

Cell No. of Signatory: _____

E-mail address of Signatory: _____

Mailing address of Signatory: _____

Acceptance by representative authorised as per Clause 6 above:

Signatures of Authorised Representative:_____

Name and Title:_____

Name & Address of Organization:_____

Cell No.:_____

e-mail address:_____

Mailing address:_____

2. Financial Proposal Submission Form

(PART OF FINANCIAL BID ENVELOPE)

To: *[name of the Procuring Agency]*

Dear Sir,

We, the undersigned, offer to provide the (insert title of assignment) in accordance with your Request for Proposal/Tender Document No. (insert number) dated (insert date) and our Proposal. Our attached Financial Proposal is for the sum of (insert amount in words and figures). This amount is inclusive of all taxes.

Our Financial Proposal shall be binding upon us up to expiration of the validity period of the Proposal, i.e., before the date indicated in (insert clause No.) of the Proposal Data Sheet.

We also declare that the Government of Pakistan / Punjab has not declared us or any Sub-Contractors for any part of the Contract, ineligible on charges of engaging in corrupt, fraudulent, collusive, or coercive practices. We furthermore, pledge not to indulge in such practices in competing for or in executing the Contract, and are aware of the relevant provisions of the Proposal Document.

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorized Signature (Original)
(In full and initials)
Name and Designation of Signatory
Name of Firm
Address

3. Price Schedules

Sr.	Description	Amount (all-inclusive ¹ in USD ²) where applicable	Amount (all-inclusive ¹ in PKR ²)
1.	Core ERP System – Annual Software License Subscription on Premise as per user licensing requirements mentioned in ANNEXURE-I		
2.	HRM System – Annual Software License Subscription as per user licensing requirements mentioned in ANNEXURE-I		
3.	ERP Solution – Implementation Services (One Time, including 3-month User Adoption Support / Hyper Care) as per the project scope mentioned in ANNEXURE-I		
4.	1 Year Post Implementation On site and/or Offsite Support for all modules of ERP Solution included in the scope of this RFP		
5.	6 Month Onsite Support for all modules of ERP Solution included in the scope of this RFP (in addition to “User Adoption Support / Hyper Care”) – On demand.		
6.	200-man hours (Offsite) for Additional Change Requests / Customizations / Reports etc. – On demand – please also specify per man hour rate ³		
7.	200-man hours (On site) for Additional Change Requests / Customizations / Reports etc. – On demand – please also specify per man hour rate ³		
8.	Infrastructure Cost [Components and Specifications 1] Servers Storage Network XXXX		

9.	Infrastructure Cost [Components and Specifications 2] Back Ups Others Security XXXX		
10.	Any other cost (if any)		
GRAND TOTAL		USD	PKR

Total Cost (in words) Rs. _____

Date _____

Signature of authorized person

Name: (Company Seal)

In the capacity of

Dully authority by

Note:

¹ The Quoted prices must be inclusive of out-of-pocket expenses and all kind of taxes, duties, charges/levies applicable in Pakistan. Responsibility to include all and correct taxes is that of the bidders. Any changes in taxes or government levies during the contract period shall be applicable as per law.

²The prices of software license subscriptions may be quoted in actual foreign currency. For evaluation purpose only, the prices quoted in foreign currency shall be converted to equivalent Pakistani Rupees (PKR) as per the prevailing interbank selling exchange rate, as notified by the State Bank of Pakistan, as on the date of bid opening. The payment of software license subscriptions quoted in actual foreign currency shall be made in equivalent Pakistani Rupees (PKR) as per the prevailing interbank selling exchange rate as at the time of payment.

³In case of additional changes/reports etc. the requirement shall be shared by RUDA with the vendor, the vendor shall provide estimated effort and required man hours/days etc. the same shall be executed once RUDA approved the same in writing with the approved man hours/days.

Note: No cutting or overwriting is allowed. Any cutting or overwriting will lead to rejection of the financial bid.

4. PAYMENT SCHEDULE:

1. ERP Solution License Subscription Charges: 50% payment of on-premise Cloud (Private/Public) Software License Subscription charges shall be made annually in advance. RUDA initially intends to do a contract of 03 years with the OEM for on-premise Cloud software subscription services to be renewed automatically every year till the end of 3 years contract period.
2. ERP Solution Implementation Services Charges: The payment of ERP Solution Implementation & Support Services shall be made as per the following schedule:
3. Project Preparation Phase – 10% payment will be released on completion
4. Business Blueprint Document, Workflows / System Design Phase – 10% payment will be released on completion
5. User Training & Acceptance Testing – 20% payment will be released on completion
6. Cut over and making the ERP Solution “Usage Ready” / Go Live – 40% payment will be released on completion [Will go as +5% per every Module Activation, and so on]
7. “Complete deployment” – 20% payment will be released on completion of “User Adoption Support / Hyper Care”
8. Post Implementation Offsite Support Services Charges: The payment shall be made monthly in arrears.
9. Other Additional Services Charges (i.e., Post Implementation Onsite Support Services / Change Requests / Customizations / Reports): The payment shall be made on completion of the services. This is for Additional Reports, for Ten [10] customized Reports per Module there would be no charge.

Note:

1. In the event the product or service is provided at no additional cost, the item should be noted as “no charge” or words to that effect.
2. RUDA is seeking a comprehensive turnkey proposal covering Software licensing subscription, Implementation, Configuration and Training of ERP Solution. All prices quoted must include all software and necessary hardware and infrastructure required services to make the system specified fully operational for the intent, function and purpose stated herein.
3. All charges/costs required to complete this project and any associated and recurring costs, such as support or licensing, shall be included in the proposal. Any price component which is not mentioned explicitly in the price schedule by the bidder shall be deemed to be included in the quoted price and the successful bidder shall be required to complete the project/all components in the quoted price.
4. No additional charges, other than those listed on the price breakdown sheets, shall be made. Prices quoted will include, as applicable, verification/coordination of order, all costs for shipping, delivery to site, unpacking, setup, installation, operation, testing, clean-up, training and Vendor travel charges.

5. All the pages of the financial bid must be sequentially numbered, stamped and signed by the representative authorized at clause 6 of the Form of Bid.
6. The bidder is required to bear all costs of travel, food and/or boarding/lodging/stay etc. of its project team deployed at the Project Site during the entire period of the contract. The bidder's project team shall be deployed at a single Project Site i.e., RUDA Head Office/s in Lahore. The costs of travel, food and/or boarding/lodging/stay etc. of bidder's project team to other sites of RUDA outside Lahore this project shall be borne by RUDA.
7. The bidder is required to bear the cost of personal laptops/desktops/IT equipment etc. required by each project team member of the bidder for completing their tasks related to the project, during the entire period of the contract.
8. Expenses for all/senior executives of the bidder to attend the review meetings or meeting of the steering committee should be borne by the bidder.
9. All telephone/mobile communication costs between the project team at the project sites and the bidder's other offices will be borne by the bidder.
10. The bidder is expected to price fully in the commercial proposal for all the services being provided by it to RUDA. Any assumptions about possible future recovery of the underpriced items shall be at the risk of the bidder.
11. The Bidder needs to share and break each and every component of cost into specific items, there'd be no item allowed as Others, or Misc. etc.
12. The bidder should provide all prices, quantities as per the prescribed formats. The bidder should not leave any field blank. In case the field is not applicable, bidder must indicate "0" (zero) in all such fields.
13. It is mandatory to provide breakup of all taxes, duties and levies wherever applicable and/or payable.
14. If, during the Contract Period, there is any change in the applicable Laws in Pakistan with respect to taxes and duties quoted in the commercial proposal which increases or decreases the cost incurred by the Bidder in performing the Services, then such payments, otherwise payable to the Bidder under this Contract shall be increased or decreased accordingly. Such increase or decrease in the contract shall be valid on the sales tax invoice submitted on or after the date of such changes brought into force only.
15. RUDA reserves the right to ask the bidder to submit proof of payment against any of the taxes, duties, levies indicated. Prices quoted in the bid must be firm and final and shall not be subject to any change.
16. The Commercial bid should clearly indicate the price to be charged without any qualifications whatsoever and should include all taxes, duties, fees, levies and other charges as may be applicable in relation to the activities proposed to be carried out. It is mandatory that such charges wherever applicable/payable should be indicated separately as Breakdown of Cost Components.
17. Prices in any form or by any reason before opening the Commercial Bid should not be revealed, failing which the offer shall be liable to be rejected.
18. The cost of ERP Solution implementation services, including the cost of support, the training, data migration cost etc. will be paid based on the completion of the key milestones of the project and acceptance of the deliverables associated with the milestones, by RUDA.
19. The implementation service also includes one (01) month of "User Adoption Support

/ Hyper Care Support” after “Usage Ready / Go Live”.

20. Correction of errors:

- a. Bidders are advised to exercise adequate care in quoting the prices. No excuse for corrections in the quoted price will be entertained after the proposals are opened. All corrections, if any, should be performed before submission, failing which the figures for such items may not be considered.

21. Arithmetic errors in proposals will be corrected as follows:

- a. In case of discrepancy between the amounts mentioned in figures and in words, the amount in words shall govern. The amount stated in the financial proposal, adjusted in accordance with the above procedure, shall be considered as binding, unless it causes the overall proposal price to rise, in which case the overall proposal price shall govern



5. FORMAT FOR COVER LETTER

To

(Name and address of Procuring agency)

Sub: _____.

Dear Sir,

- a) Having examined the tender document and Appendices we, the undersigned, in conformity with the said document, offer to provide the said services on terms of reference to be signed upon the award of contract for the sum indicated as per financial bid.
- b) We undertake, if our proposal is accepted, to provide the services comprised in the contract within time frame specified, starting from the date of receipt of notification of award from the client Department / Office.
- c) We agree to abide by this proposal for the period of ____ days (as per requirement of the project) from the date of bid opening and it shall remain binding upon us and may be accepted at any time before the expiration of that period.
- d) We agree to execute a contract in the form to be communicated by the (insert name of the Procuring agency), incorporating all agreements with such alterations or additions thereto as may be necessary to adapt such agreement to the circumstances of the standard.
- e) Unless and until a formal agreement is prepared and executed this proposal together with your written acceptance thereof shall constitute a binding contract agreement.
- f) We understand that you are not bound to accept a lowest or any bid you may receive, not to give any reason for rejection of any bid and that you will not defray any expenses incurred by us in bidding.

Authorized Signatures with Official Seal



6. FORMAT OF POWER-OF-ATTORNEY

POWER OF ATTORNEY

(On Stamp Paper of relevant value)

Know all men by these presents, we (name of the company and address of the registered office) do hereby appoint and authorize Mr. / Ms. (full name and residential address) who is presently employed with us and holding the position of _____ as our attorney, to do in our name and on our behalf, all such acts, deeds and things necessary in connection with or incidental to our proposal for (name of the project) in response to the tenders invited by (name of the Procuring Agency) including signing and submission of all documents and providing information/responses to (name of the Procuring Agency) in all matters in connection with our Bid.

We hereby agree to ratify all acts, deeds and things lawfully done by our said attorney pursuant to this Power of Attorney and that all acts, deeds and things done by our aforesaid attorney shall and shall always be deemed to have been done by us.

Dated this _____ day of _____ 22

For _____

(Signature)
(Name, Designation and Address)
Accepted

(Signature)
(Name, Title and Address of the Attorney)
Date:



7. UNDERTAKING

It is certified that the information furnished here in and as per the document submitted is true and correct and nothing has been concealed or tampered with. We have gone through all the conditions of tender and are liable to any punitive action for furnishing false information / documents.

Dated this _____ day of _____ 20__

Signature

(Company Seal)

In the capacity of

Duly authorized to sign bids for and on behalf of:



8. (INTEGRITY PACT)

(To be submitted on legal stamp paper)

We (Name of the bidder / supplier / service provider) being the first duly sworn on oath submit, that Mr. / Ms. (if participating through agent / representative) is the agent / representative duly authorized by (Name of the bidder company), hereinafter called the Contractor to submit the attached bid to the (Name of the Procuring Agency).

Affiant further states that the said M/s (Bidding Firm/Company Name) has not paid, given or donate or agreed to pay, given or donate to any line officer or employee of the (Name of the Procuring Agency) any money or thing of value, either directly or indirectly, for special consideration in the letting of the contract, or for giving undue advantage to any of the bidder in the bidding and in the evaluation and selection of the bidder for contract or for refraining from properly and thoroughly maintaining projects implementations, reporting violation of the contract specification or other forms of non-compliance.

[The Seller/Supplier/Contractor] certifies that it has made and will make full disclosure of all agreements and arrangements with all persons in respect of or related to the transaction with the Procuring agency and has not taken any action or will not take any action to circumvent the above declaration, representation or warranty.

[The Seller/Supplier/Contractor] accepts full responsibility and strict liability for making any false declaration, not making full disclosure, misrepresenting facts or taking any action likely to defeat the purpose of this declaration, representation and warranty. It agrees that any contract, right, interest, privilege or other obligation or benefit obtained or procured as aforesaid shall, without prejudice to any other right and remedies available to the Procuring agency.

under any law, contract or other instrument, be voidable at the option of the Procuring agency.

Notwithstanding any rights and remedies exercised by the Procuring agency in this regard, [the Seller/Supplier/Contractor] agrees to indemnify the Procuring agency for any loss or damage incurred by it on account of its corrupt business practices and further pay compensation to the Procuring agency in an amount equivalent to ten times the sum of any commission, gratification, bribe, finder's fee or kickback given by [the Seller/Supplier/Contractor] as aforesaid for the purpose of obtaining or inducing the procurement of any contract, right, interest, privilege or other obligation or benefit in whatsoever form from the Procuring agency.

Signature & Stamp

Subscribed and sworn to me this _____ day of _____ 20__

Notary Public



Bid Security Form



The total bid security amounting to Rs _____ (Rs in words)
Rs _____ (only)(fixed) in shape of CDR issued by (Name of Bank /
Branch) _____ is attached in accordance with clause 2.17 of the
Instruction to Bidder for the services quoted to be rendered.

Signature of the Bidder



Performance Security Form



To: Director Procurement
Ravi Urban Development Authority

Whereas (Name of the Bidder) _____ herein after called "The Bidder" has undertaken, in pursuance of "Tender Name" of following:

1. (Please insert details) (please insert detail)
(Herein after called "The Contract")

And **whereas** it has been stipulated by RUDA in the contract that the bidder shall furnish to RUDA in CDR issued by a scheduled bank of Pakistan for the sum specified therein as performance security for compliance with the bidder's performance obligations in accordance with the contract; **and whereas** we the Bidder have agreed to provide the guarantee in the shape of performance security therefore we the Bidder hereby affirm and furnish the required performance security in the form of CDR to RUDA on behalf of bidder amounting to Rs. _____ (Amount of guarantee in words and figures). We undertake to allow the RUDA to en-cash the CDR in case of any default on the part of bidder in execution of contractual obligations without RUDA needing to prove or to show grounds or reasons for such encashment.

Office stamp of the Bidder

Signatures _____

Name _____

Title _____

Address _____



FORMAT OF THE TECHNICAL PROPOSAL

- 1. Executive Summary:** This part of the response to the RFP should be limited to a brief narrative describing the proposed solution. The summary should contain as little technical jargon as possible and should be oriented toward non-technical personnel.
- 2. Company Profile:** A brief profile of the bidder, highlighting the services offered and list of clients & partners.
- 3. Compliance with the Bid Evaluation Criteria:** Compliance with the Bid Evaluation Criteria along with the supporting documentary proofs.
- 4. Scope of Work:** This section should contain details of the solution components proposed along with how each of the solution components would meet the requirements of RUDA. This should include the following: -
 - a) Functional coverage of the solution proposed
 - b) The complete landscape of the solution with modules, integration points etc.
 - c) How the different processes of RUDA are integrated with the solution
 - d) The details of third-party solutions if any, their description and purpose, licensing metrics and hardware sizing considerations (if applicable)
 - e) The solution fitment: The bidders are requested to use the following guideline for indicating the capability of the ERP Solution proposed, against each of the features listed in “*Functional Requirements / Modules of the ERP Solution*” of “*Annexure-I: Scope & Technical Requirements*” of this RFP. Response to the each of the line item in the functional requirements need to be as per the guideline listed in the table below:

Compliance	Guidelines	Response
Standard	The specific requirement or process is a standard feature with the ERP Solution	S
Work Around	The requirement can be realised by modifying the process but without any development	W
Customization	The requirement can be realised by writing a set of software codes	C
Third Party	The specific requirement is realised through a third-party tool	T
Not Possible	The requirement is not possible or not part of the proposed ERP Solution	N

- f) If and only if the ERP Solution proposed by the bidder is capable to support the specific functionality or the feature is a standard feature in the ERP Solution, the bidder is required to mark “Standard” against the functionality/specification
- g) If the specific functionality or feature could be realized by the ERP Solution proposed by the bidder by modifying the process, i.e., the basic purpose of the process or feature could be achieved by modifying a standard feature, but without any customization or development, the bidder is required to mark “Work Around” against the functionality/specification
- h) If the ERP Solution proposed by the bidder can be customized or modified to support the specific functionality or the feature the bidder is required to mark “Customization” against the functionality/specification
- i) If the ERP Solution proposed by the bidder is not capable to support the specific functionality or the feature is not available in the ERP Solution and the requirement



cannot be met even by Customization then the bidder is required to mark “Not Possible, i.e., not supported against the functionality/specification

- j) The licensing conditions: The bidders are requested to furnish the details of the licensing terms, the definitions and the licensing metrics for all the elements/modules proposed in the bill of materials
- k) The ERP Solution should be able to meet the Pakistan specific requirements on taxes etc. and has the facility to provide these changes for localization on a continuous basis

5. Implementation Approach/Methodology: SCRUM and AGILE Implementation Methodology and approach for implementation of the ERP Solution in terms of structure and team, requirement gathering approach, solution configuration/realization, deliverables, project communication and risk management plans for the deliverables, the mechanisms for review, feedback, risk mitigation etc., data migration, testing, change management, user adoption, cut over etc. This section should address all the requirements of “*ERP Solution implementation activities*” mentioned in “*Annexure-I: Scope & Technical Requirements*” of this RFP. Templates provided in this RFP should be used to provide the following:

- a) Profile of Project Team
- b) Tentative Team Structure

6. Project Plan: The project timelines, resource loading, and expertise deployed for the project. Templates provided in this RFP should be used to provide the following:

- a) Project plan
- b) Resource loading

7. Training Methodology: The Training methodology in line with requirements mentioned in “*Annexure-I: Scope & Technical Requirements*” of this RFP.

8. Support Methodology: The Post Implementation Support methodology in line with requirements mentioned in “*Annexure-I: Scope & Technical Requirements*” of this RFP.

9. Additional Information or Materials: Use this section to include any additional information or materials that are relevant to RUDA, but not specifically requested in another section of this RFP.

10. Exceptions and Deviations: If the Vendor finds it impossible or impractical to adhere to any portion of these specifications and all attachments, it shall be so stated in its proposal, with all deviations grouped together in a separate section entitled, “exceptions/deviations from proposal requirements.” This section will be all-inclusive and will contain a definition statement of each and every objection or deviation with adherence to specific RFP sections. Objections or deviations expressed only in other parts of the proposal, either directly or by implication, will not be accepted as deviations, and the Vendor in submitting a proposal, will accept this stipulation without recourse.



Template for Profile of Project Team

Type of Resource: Project Manager, Quality Assurance Manager, Functional and Technical Consultants etc.

1.	Serial Number	
2.	Type of Resource	
3.	Role in the Project	
4.	Qualification	
5.	Total number of years of experience	
6.	Number of years with the current company (the bidder)	
7.	Functional area / expertise	
8.	Role in the Project	
9.	The names of customers/project for which the person has provided similar services	

Please provide the profiles for all the key modules and functional areas and the technical expertise required for the project.

Template for Tentative Team Structure

Sl. No	Type of Resource	Designation	Role in this project
1			
2			

Template for Resource loading

Type of Resource	Role and expertise	Involvement during which activity	Expected duration of involvement

Template for Project plan

Project Deliverable	Duration	Start	End	Responsibility

10. Indicate all main activities of the assignment. For phased assignments indicate activities, delivery of reports, and benchmarks separately for each phase.

11. Detailed sample project plan with Gantt chart to be submitted.

12. Details profiles/CVs of the proposed personnel to be submitted.



Form of Contract Agreement

This agreement made on _____ day of _____ 2021 between Ravi Urban Development Authority Government of the Punjab (Herein after called RUDA) of the one part and _____ of _____ (herein after called Bidder) **NOW THIS AGREEMENT**

WITNESSTH AS FOLLOWS:

1. In this agreement words and expressions shall have the same meanings as are respectively assigned to them in the condition of contract herein after referred to.
2. The following documents shall be deemed to form and be read and construed as part of this agreement, was:
 - (a) The RUDA notification to the bidder of award of contract (Letter of Acceptance);
 - (b) The form of bid and the price schedules submitted by the bidders;
 - (c) The General conditions of contract;
 - (d) The schedule to bid (Other than price schedule);
 - (e) Appendix to bid;
 - (f) Specifications;
 - (g) Drawings if any.

This contract shall take precedence over all other contract documents. In the event of any discrepancy or inconsistency within the contract document, then the documents shall prevail in the order listed above.

In consideration of the payments to be made by RUDA to the bidder as indicated in this agreement, the bidder hereby covenants with RUDA to provide the **"SERVICES"** and to remedy the facts therein conformity in all respects with the provision of the contract.

This contract agreement is for reference only; format, and terms and conditions of finally executed contract agreement are subject to change.

The RUDA covenants to pay the bidder in consideration of the provision of "Satisfactory Services" and remedy the defects therein, the contract price or such other sum as may become payable under the provisions of the contract at the time and in the manner prescribed any the bidder.

IN WITNESS the parties hereto have caused this agreement to be executed in accordance with the laws of Pakistan on the day, month and year indicated above.

Signature of the Bidder

Signature of the Authorized person of RUDA

Signed, Sealed and Delivered in the presence of:

Witness

Witness

(Name, Title and Address)

(Name, Title and Address)



PART II

1. General Conditions of Contract

1.1 Definitions	<p>1.1 Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:</p> <p>a) "Contract" means the Contract signed by the Parties, to which these General Conditions of Contract (GCC) are attached, together with all the documents listed in Clause 1 of such signed Contract;</p> <p>b) "Contract Price" means the price to be paid for the performance of the Services, in accordance with Clause 6;</p> <p>c) "Government" means the Government of Pakistan;</p> <p>d) "GCC" means the General Conditions of Contract contained in this section.</p> <p>e) "SCC" means the Special Conditions of Contract.</p> <p>f) "Party" means the RUDA or the Service provider, as the case may be, and "Parties" means both of them;</p> <p>g) "Personnel" means persons hired by the Service provider or by any Subcontractor as employees and assigned to the performance of the Services or any part thereof;</p> <p>h) RUDA means "As specified in SCC"</p> <p>i) "Service provider" means Service provider operating in Pakistan whose Bid to provide the car rental services has been accepted by RUDA;</p> <p>j) "Service provider's Bid" means the complete Bidding Document submitted by the Service provider to RUDA;</p> <p>k) "The Procuring Agency's Country" is Islamic Republic of Pakistan.</p> <p>l) "Day" means calendar day.</p>
1.2 Applicable Law	The Contract shall be interpreted in accordance with the laws of the Islamic Republic of Pakistan.
1.3 Language	This Contract has been executed in English language, which shall be the binding and controlling language for all matters relating to the meaning or interpretation of this Contract.
1.4 Notices	Any notice, request, or consent made pursuant to this Contract shall be in writing and shall be deemed to have been made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent by registered mail or facsimile to such Party at the address specified in the SCC.
1.5 Location	The Services shall be performed across Pakistan as are specified and at such locations as the RUDA may approve.
1.6 Authorized Representatives	Any action required or permitted to be taken, and any document required or permitted to be executed, under this Contract by the RUDA or the Service provider may be taken or executed by the officials specified in the SCC.
1.7 Inspection and Audit by RUDA	The Company shall permit, the persons appointed by RUDA to inspect the Offices, Company Centers, Materials and/or the accounts and records relating to the performance of the Contract and the



	submission of the Bid, and to have such accounts and records audited by auditors appointed by RUDA.
1.8 Taxes and Duties	The Company and their Personnel shall pay such taxes, duties, fees, and other impositions as may be levied under the Applicable Law, the amount of which is deemed to have been included in the Contract Price.
2.1 Effectiveness of Contract	This Contract shall come into effect on the date the Contract is signed by both parties or such other later date as may be stated in the SCC.
2.2 Commencement of Services	The Commencement of the Contract Services shall be from the date of signing of contract by both parties.
2.3 Contract Completion Date	Unless terminated earlier pursuant to Sub-Clause 2.6, the Contract shall be valid for the period of one year from the date of signing of the Contract. However, yearly renewal is required on the basis of satisfactory performance of the Company by the Client.
2.4 Modification	Modification 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 Parties.
2.5 Force Majeure	<p>2.5.1 Definition</p> <p>For the purposes of this Contract, "Force Majeure" means an event which is beyond the reasonable control of a Party and which makes a Party's performance of its obligations under the Contract impossible or so impractical as to be considered impossible under the circumstances.</p>
	<p>2.5.2 No Breach of Contract</p> <p>The failure of a Party to fulfill any of its obligations under the contract shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event (a) has taken all reasonable precautions, due care and reasonable alternative measures in order to carry out the terms and conditions of this Contract, and (b) has informed the other Party as soon as possible about the occurrence of such an event.</p>
	<p>2.5.3 Extension of Time</p> <p>Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.</p>
2.6.1 Termination	<p>RUDA may terminate this Contract, by not less than thirty (30) days' written notice of termination to the Service provider, to be given after the occurrence of any of the events specified in paragraphs (a) through (c) of this Clause 2.6.1:</p> <p>a) if the Service provider does not remedy a failure in the performance of its obligations under the Contract, within thirty (30) days after being notified or within any further period as RUDA may have subsequently approved in writing;</p> <p>b) if the Service provider become insolvent or bankrupt;</p> <p>c) if, as the result of Force Majeure, the Service provider is</p>



	<p>unable to perform a material portion of the Services for a period of not less than thirty (30) days; or</p> <p>d) if the Service provider, in the judgment of RUDA has engaged in Fraud and Corruption in competing for or in executing the Contract. Then, RUDA shall terminate the contract immediately and shall take all necessary legal actions as may be required under the situation.</p>
2.6.2 Payment upon Termination	<p>Upon termination of this Contract pursuant to Sub-Clauses 2.6.1, RUDA shall make the following payments to the Service provider:</p> <p>a) remuneration pursuant to Clause 6 for Services satisfactorily performed prior to the effective date of termination;</p> <p>b) Except in the case of termination pursuant to paragraphs (a), (b), (d) of Sub-Clause 2.6.1, reimbursement of any reasonable cost incident to the prompt and orderly termination of the Contract, including the cost of the return travel of the Personnel.</p>
3.1 General	<p>The Service provider shall perform the Services in accordance with the descriptions provided at Appendix-A (Scope of Work/TORs) and the Services Provider's Bid to carry out its obligations with all due diligence, efficiency, and economy, in accordance with generally accepted professional techniques and practices, and shall observe sound management practices, and employ appropriate advanced technology and safe methods. The Service provider shall always act, in respect of any matter relating to this Contract or to the Services, as faithful adviser to RUDA, and shall at all times support and safeguard RUDA's legitimate interests.</p>
3.2 Conflict of Interests	<p>3.2.1 Service provider Not to Benefit from Commissions and Discounts.</p> <p>The remuneration of the Service provider pursuant to Clause 6 shall constitute the Service provider's sole remuneration in connection with this Contract or the Services, and the Service provider shall not accept for their own benefit any trade commission, discount, or similar payment in connection with activities pursuant to this Contract or to the Services or in the discharge of their obligations under the Contract, and the Service provider shall use their best efforts to ensure that the Personnel and agents of either of them similarly shall not receive any such additional remuneration.</p> <p>3.2.2 Service provider and Affiliates Not to be Otherwise Interested in Project</p> <p>The Service provider agree that, during the term of this Contract the Service provider and its affiliates, shall be disqualified for participating in another contract which creates a Conflict-of-Interest situation.</p> <p>3.2.3 Prohibition of Conflicting Activities</p> <p>Neither the Service provider nor the Personnel shall engage, either directly or indirectly, in the activities during the term of this Contract, any business or professional activities in Pakistan which would conflict with the activities assigned to them under this Contract;</p>
3.3 Confidentiality	<p>The Service provider and the Personnel of either of them shall not, either during the term or within two (2) years after the expiration of this</p>



	Contract, disclose any proprietary or confidential information relating to the Project, the Services, this Contract, or RUDA's business or operations without the prior written consent of RUDA.
3.4 Insurance to be Taken Out by the Service provider	The Service provider shall take out and maintain, and shall cause its affiliates to take out and maintain (as the case may be) at their own cost insurance against the risks including third party motor vehicle, third party liability, RUDA's liability and workers' compensation, 100 % professional liability and loss or damage to equipment and property.
3.5 Service provider's Actions Requiring RUDA's Prior Approval	<p>The Service provider shall obtain RUDA's prior approval in writing before taking any of the following actions:</p> <ul style="list-style-type: none"> a) entering into a subcontract for the performance of any part of the Services, b) changing the Program of activities; c) Changing any written instructions or the procedures set out in this contract.
3.6 Reporting Obligations	The Service provider shall submit to RUDA the reports and documents specified in Appendix A in the form, in the numbers, and within the periods set forth in the said Appendix.
3.7 Documents Prepared by the Service provider to Be the Property of RUDA	All plans, reports, and other documents submitted by the Service provider in accordance with Sub-Clause 3.6 shall become and remain the property of RUDA, and the Service provider shall, not later than upon termination or expiration of this Contract, deliver all such documents and reports to RUDA, together with a detailed inventory thereof. The Service provider may retain a copy of such documents and reports. Restrictions about the future use of these documents, if any, shall be specified in the SCC.
3.8 Liquidated Damages	<p>The Service provider shall pay liquidated damages to RUDA at the rate per day stated in the SCC for each day beyond the Claim Settlement Period.</p> <p>3.8.1 Payments of Liquidated Damages</p> <p>The Service provider shall pay liquidated damages to RUDA at the rate per day stated in the SCC for each day beyond the agreed claim settlement period. The total amount of liquidated damages shall not exceed the amount defined in the SCC. The payment of the liquidated damages shall be deducted from the Performance Guarantee of the Service provider or at the clearance of Performance Guarantee. Payment of liquidated damages shall not affect the Service provider's liabilities.</p>
3.9 Performance Security	The Service provider shall provide the Performance Security to RUDA no later than the date specified in the Letter of acceptance. The Performance Security shall be issued in an amount and form and acceptable to RUDA. The details are specified in the SCC.
3.10 Fraud and Corruption	RUDA requires compliance with the Public Procurement Regulatory Authority definition of Corruption and Fraudulent as set forth in Public Procurement Rules, 2004 issued by the Pakistan Procurement Regulatory Authority.



	RUDA requires the Supplier to disclose any commissions or fees that may have been paid or are to be paid to agents or any other party with respect to the bidding process or execution of the Contract. The information disclosed must include at least the name and address of the agent or other party, the amount and currency, and the purpose of the commission, gratuity or fee.
4.1 Change in the Applicable Law	If, after the date of this Contract, there is any change in the Applicable Law with respect to taxes and duties which increases or decreases the cost of the Services rendered by the Service provider, then the Contract Price shall be increased or decreased accordingly by agreement between the Parties, and corresponding adjustments shall be made to the amounts referred to in Sub-Clause 5.2 (a).
4.2 Services and Facilities	RUDA shall make available to the Service provider the Services and Facilities if such are listed under Appendix A (Scope of Services).
5.1 Lump-Sum Remuneration	The Service provider's premium shall not exceed the Contract Price and shall be a fixed lump-sum including all costs, overhead/profits and all applicable indirect taxes incurred by the Service provider in carrying out the Services described in Appendix A.
5.2 Contract Price	(a) The price payable is set forth in the SCC.
5.3 Terms and Conditions of Payment	Payments will be made to the Service provider according to the payment schedule stated in the SCC.
6.1 Identifying Defects	The principle and modalities of Inspection of the Services by RUDA shall be as indicated in the Appendix A (Scope of Services). RUDA shall check the Service provider's performance and notify him of any Defects that are found. Such checking shall not affect the Service provider's responsibilities. RUDA may instruct the Service provider to search for a Defect and to uncover and test any service that RUDA considers may have a Defect.
7.1 Amicable Settlement	The Parties shall use their best efforts to settle amicably all disputes arising out of or in connection with this Contract or its interpretation. In the case of a dispute between RUDA and the Supplier, the dispute shall be addressed and settled in accordance with the Standard Operating Procedures devised by RUDA to this effect besides invoking provision of Public Procurement Rules, 2004 and the relevant laws of the Islamic Republic of Pakistan.



2. Special Conditions of Contract

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
1.1(a)	The contract name is “_____”
1.1(h)	“Ravi Urban Development Authority Government of Punjab”.
1.1(i)	The Service provider is _____
1.2	The Applicable Law is: Islamic Republic of Pakistan
1.4	<p>The addresses are: RUDA: 151, Abu Bakar Block, Garden Town Lahore Attention: Director HR Tel: +92-42-99333531-6</p> <p>Service provider: Attention: Telex: Facsimile:</p>
1.6	<p>The Authorized Representatives are: For RUDA: Director HR For the Service provider:</p>
2.1	The date on which this Contract shall come into effect is “the date of signing of the contract by both the parties”.
2.2	<p>The Contract Completion Period is _____ year from the date of signing of the Contract however, yearly renewal is required on the basis of satisfactory performance of the service provider. The Starting Date for the commencement of Services is seven (07) days of issuance of instruction from RUDA.</p>
3.7	The proprietary will rest with RUDA. Both parties will keep the record/data strictly confidential. If a service provider is found involved in malpractice regarding secrecy during the paper making, conducting test, misconduct and damages suffered by the Services Provider, in case of such incident the Service provider will be liable to penalty with heavy cost and forfeiture of the performance guarantee and any other legal action prescribed under law.
3.8.1	<p>The Service provider shall pay liquidated damages to RUDA at the rate defined under the Insurance Ordinance 2000 and such other instructions of the Insurance Regulator in Pakistan per day beyond the claim settlement period. The maximum number of liquidated damages for the whole contract is 10% (percent) of the total Contract Price.</p>
3.9	<p>1) The Service provider shall provide the Performance Security to RUDA not later than the date specified in the Letter of Acceptance. The Service provider shall furnish Performance Guarantee amounting to 10% of the value of the contract/bid in shape of unconditional Bank Guarantee as per the format provided in the bidding document, from any schedule Bank of Pakistan.</p> <p>2) (ii) The Bid Security submitted by the Service provider shall be returned to the Service provider upon submission of Performance Guarantee and upon confirmation (in writing) of genuineness of the same from the</p>



	issuing bank. 3) (iii) Failure to provide a Performance Guarantee by the Service provider is a sufficient ground for annulment of the award and forfeiture of Bid Security.
5.2	The Contract Price is:
5.3	Payments shall be made according to the following manner:
6.1	The principle and modalities of inspection of the Services by RUDA are as specified above.